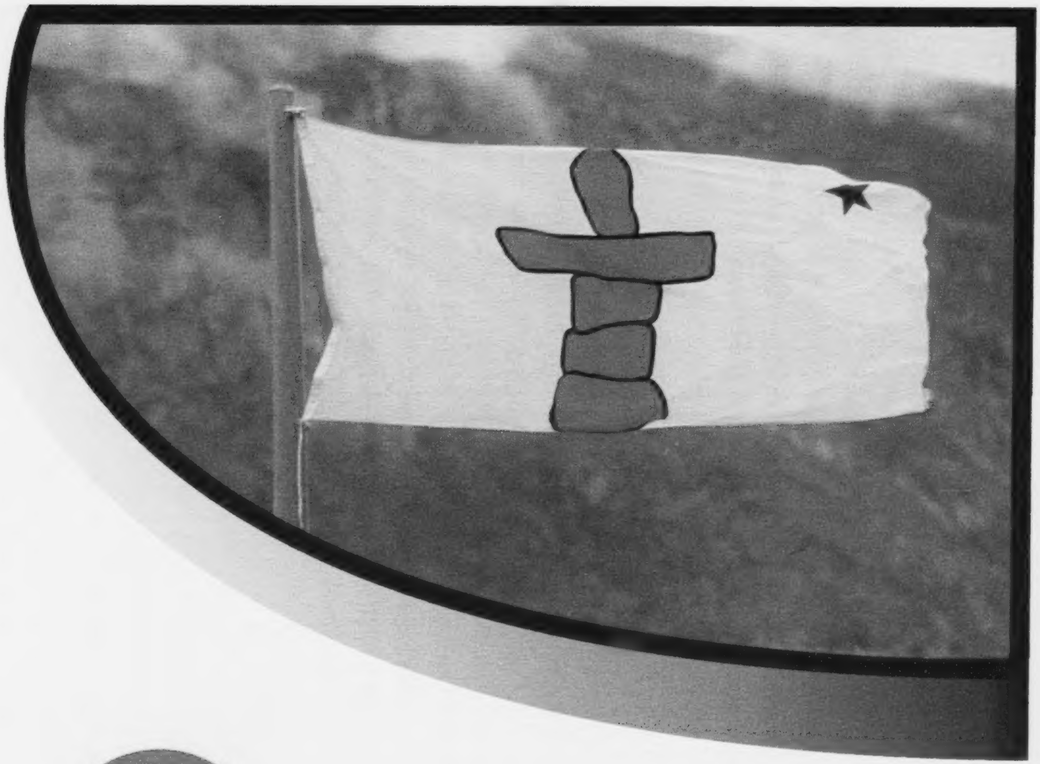

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Nunavut

2011-2014

Government of Nunavut
Business Plan

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INTRODUCTION

The Mandate of the Government of Nunavut (GN) for 2009-2013 is titled "*Tamapta/CLᶜC: Building our future together*" (Tamapta). It consists of a Vision, Guiding Principles, Priorities, and an Action Plan for the coming the term of this government. It espouses a Vision for the year 2030 and seeks to address the needs of Nunavummiut.

The *Tamapta* mandate is based in large part on what Nunavummiut had to say about the Government of Nunavut through the "Qanukkanniq Report Card", which was conducted in the spring and summer of 2009 and was made public on October 1, 2009. That project collected the public's perceptions of government and presented a number of recommendations. Along with the Vision and Priorities, those recommendations served as the basis for Full Caucus crafting a detailed Action Plan as the final document to complete the *Tamapta* mandate.

The Government of Nunavut Business Plan 2011-14 is the formal statement of the Government's goals for the next three years, including its Vision and Guiding Principles. The Business Plan articulates the strategic and operational priorities for each core business line of the government's departments and territorial corporations.

The Government of Nunavut's Business Plan is made up of the strategic plans of ten departments, two territorial corporations, and the Office of the Legislative Assembly. The Business Plan is a strategic and operational plan, which provides a detailed background for the Government of Nunavut's 2011-2014 Main Estimates.

This is the second year that the Government of Nunavut has crafted a multi-year Business Plan. By stating operational priorities for the years 2011 to 2014, the Business Plan provides operational details for the implementation of *Tamapta* for the coming three years. The Legislative Assembly will still review the Main Estimates and Business Plan annually. However, it is hoped that by extending the program planning cycle to three years, both planning and budgeting will be enhanced. By presenting this detailed plan for the next three years, the Government will improve its focus on those issues which Members of the Legislative Assembly, and ultimately all Nunavummiut, have stated are most important to them.

While each department's element of the Business Plan previously included expenditure projections for three years, the Business Plan now also includes specific program priorities for each of those years.

The Business Plan is introduced by the ***Tamapta/CLᶜC: Building our future together*** mandate, as it provides the context for the government's plans, the full Vision & Priorities, including the Guiding Principles, are reproduced as the introduction to this plan. The full Action Plan, with its 61 priority action areas, has not been included in this document due to its length. The full document is readily available on the Government of Nunavut website at www.gov.nu.ca.

This is followed by a GN Inuit Employment Plan at the beginning of the Business Plan. The Departmental sections that follow focus on Core Business, detailing departmental program areas and tactical/operational priorities for the next three years.

The **Environmental Scan** provides the context, or setting, for the operations of each department. Their clients, challenges (constraints and pressures) and opportunities are described. The Environmental Scan also outlines critical issues for all departments – what is critical to keep in mind or do to accomplish our mission.

The **Inuit Employment Plan** provides information on both government-wide Inuit employment goals and initiatives for the 2011-2012 fiscal year, as well as an aggregation of initiatives of individual departments. The Department of Human Resources, with the assistance of all other departments and agencies is currently working on preparing a multi-year (2011-2014) Inuit Employment Plan for the entire Government of Nunavut as an organization. It is felt that an organizational perspective and plans are required, in addition to the initiatives and plans of individual departments.

The **Core Business** section describes all departments' business lines and their corresponding budgets. The budgets include departmental three-year program forecasts. For each line of business, a status report is provided on priorities identified for the 2010-2011 fiscal year. New priorities for each program are outlined for 2011 to 2014.

The **Appendix** for each department provides a detailed financial summary for operations. This information ties the Business Plan to the Main Estimates. Some departments have further appendices with information relevant to their operations.

Electronic copies of all relevant mandate, planning, and budget documents, including the GN 2011-2014 Business Plan, can be found on the Government of Nunavut's new website at www.gov.nu.ca.

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Nunavut

TAMAPTA
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Building our future together

Government of Nunavut Priorities

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OUR VISION

Our vision comes from who we are, what we have accomplished, and where we are heading. The next 20 years will come and go very quickly. Guided by Inuit values and culture, by the year 2030:

Nunavummiut will continue to have a highly valued quality of life and a much better standard of living for those most in need.

Individuals and families will all be active, healthy and happy.

Communities will be self-reliant, based on Inuit societal values, with reduced dependence on government.

Nunavut will be recognized for our unique culture, our ability to help one another, and for our useful contributions to Canadian and global issues.

TOGETHER WE CAN REACH OUR VISION

It will take all of us working together, for the next two decades, to reach our vision. The 2030 vision for Nunavut acknowledges and builds on our history as a Territory and the good work that has already been done. But there is still much more to do and government cannot act alone.

The actions we take today will have a big impact on tomorrow. With this in mind, the mandate from 2009 – 2013 addresses our most important priorities for people and for our communities. It ensures that for generations to come Nunavut is a wonderful place to live with a wide range of opportunities and a variety of economies.

Our past, the present, and our future:

- In the first ten years (1999 – 2009) Nunavut came into formal existence and is now well established as a Territory. In the beginning, the focus was on developing a system for governance, infrastructure, basic programs and services and making a good start on cultivating our ability to govern ourselves.
- In this mandate (2009 – 2013) we will keep going - maintain the momentum - by working together with Nunavummiut. Our focus will be on communities and people working with government to build our future. We will review where we are, and build on our successes while improving the things that are not working well.
- Over the next ten years (between now and 2020) we will continue to actively pursue the goals of the first two Assemblies, without losing sight of our long-term priorities.
- Through steady progress (between now and 2030) Nunavut will be better able to realize and live up to its potential and will allow us to reach our vision.

GUIDING PRINCIPLES

Inuit have always lived in a harsh climate. Survival is only achieved by working together and passing on life skills and principles for living. Over the past ten years, our government has been guided by Inuit societal values, including those outlined in *Pinasuaqtavut*. We will continue to be guided by these principles from now into the future:

Inuuqatigiitsiarniq:	respecting others, relationships and caring for people.
Tunnganarniq:	fostering good spirit by being open, welcoming and inclusive.
Pijitsirniq:	serving and providing for family and/or community.
Aajiiqatigiinniq:	decision making through discussion and consensus.
Pilimmaksarniq/Pijariuqsarniq:	development of skills through observation, mentoring, practice, and effort.
Piliriqatigiinniq/Ikajuqtigiinniq:	working together for a common cause.
Qanuqtuurniq:	being innovative and resourceful.
Avatittinnik Kamatsiarniq:	respect and care for the land, animals and the environment.

WE SHOULD ALL HAVE WHAT WE NEED

All Nunavummiut deserve to have their basic needs met. This means working together with families and communities to ensure:

- Affordable, healthy food, safe water, and a home
- Safety
- A sense of belonging and purpose
- Family support and friendship
- Education and opportunities to learn
- Communication in our preferred language
- Personal responsibility
- Pride in our culture and in who we are
- Stewardship of our environment and wildlife
- Access to the land for personal growth
- Opportunities for fun, recreation and cultural activities

TAMAPTA: BUILDING OUR FUTURE TOGETHER

We can improve the quality of life for all Nunavummiut. Our government is making a solid commitment to undertake and support the following priorities in the years 2009 to 2013:

- **Improve education and training outcomes**

Nunavut should have a wider range of options for education, adult learning and training. We need to recognize all types of accomplishments to empower our youth to take on leadership roles that reflect their personal aspirations and culture. Our goal is to have more graduates and to reduce the gap between unemployed people and job opportunities. Families will be encouraged to work with schools to find more ways to support students and help them continue learning.

- **Reduce poverty**

Too many Nunavummiut live in poverty and suffer its effects. We believe that everyone should have their basic needs met and we are committed to doing this. Developing a standard for Nunavut's quality of life will be a start to ensuring that all Nunavummiut will have what they need.

- **Connect our community**

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. All generations, from youth to elders, will be encouraged and supported in expanding their individual roles in governance and leadership. We will increase opportunities and programs to support social, sports, recreational and traditional activities in communities and on the land.

- **Increase housing options**

Everyone deserves to have a home. As our population continues to grow, we will build more housing and provide better diversification in the type of housing available. In doing this, we will provide opportunities for Nunavummiut to learn new skills and be gainfully employed while addressing one of our most important needs.

- **Increase support for culture and the arts**

Nunavut is recognized for its unique language, culture, heritage and rich artistic presence. By taking active ownership of our cultural identity, we will provide more opportunities for all aspects of the arts to flourish. We will work together with communities, artists, and businesses to build a more cohesive culture and arts sector. It will include traditional and contemporary visual arts, language, performing arts, and all other forms of artistic expression.

- **Help those at risk in our communities**

There are too many people experiencing personal pain and hardships without enough assurance that they will be helped. We will establish an office for advocacy and action on behalf of challenged and disadvantaged individuals and groups. Government support will be inclusive and integrated, offering help for all those experiencing serious difficulties but targeting help to those at most significant risk or disadvantage.

- **Support community-based, sustainable economies**

Inuit have historically worked together as families and communities to provide for themselves while caring for our land and natural resources. We should all have opportunities to take care of our family needs in a way that is consistent with our interests and abilities, our cultural values and current realities. By working in partnership with government, communities will become more economically active, productive and self reliant and Nunavummiut will continue to be stewards of our environment.

- **Address social concerns at their roots**

We have spent a long time talking about issues and finding ways to resolve them. It is essential to be more holistic in our approaches and to understand what is causing the problems in the first place. Early prevention and intervention will help to reduce alcohol and drug abuse, suicide and crime, especially if the solutions are driven by community members. Many people are already actively involved in helping their communities as volunteers. Enhancing our cultural pride and asserting our identity will further strengthen our self-sufficiency and ability to help each other as families and communities.

- **Improve health through prevention**

Health and wellbeing of all Nunavummiut is critical to improving northern quality of life. We all have a role to play in being active, healthy and happy. Our focus will be on early prevention of health problems and improving the overall standard of living in Nunavut. Emphasis will be placed on those who are the least able to look after themselves.

- **Enhance our recognition in Canada and the world**

Nunavut is a wonderful and welcoming place to live, with a vibrant mix of many cultures. Climate change and its impact on the Northwest Passage have increased awareness of the north and the ways of Inuit. The eyes of the world are on our Territory.

We must now show the determination and ability to present our views and ideas on matters of national and global importance. We will assert our presence, establishing our credibility and voice outside of Nunavut.

- **Strengthen the public service**

Through the Qanukkanniq Report Card, Nunavummiut provided their input on the areas where their government was performing well and where the public service required improvement. All of the actions under Tamapta will be either delivered by or coordinated with the Government of Nunavut's public service. In order to reach our Vision, the public service must have the resources and tools necessary to effectively carry out their work, including improved financial, human resources, business planning, and informatics systems.

DECLARATION OF CONFIDENCE

We believe in Nunavut.

We have hope for its vibrant future,
built by our people pursuing their dreams.

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Nunavut

Environmental Scan

ENVIRONMENTAL SCAN

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ENVIRONMENTAL SCAN

In working toward its Vision, the Government of Nunavut must take into account a wide range of issues that address the unique opportunities and challenges of the territory and its people. These circumstances include Nunavut's unique system of governance and the many external forces affecting our potential for success as we advance our priorities. The following have an important bearing on the approaches the Government will adopt in pursuing its work.

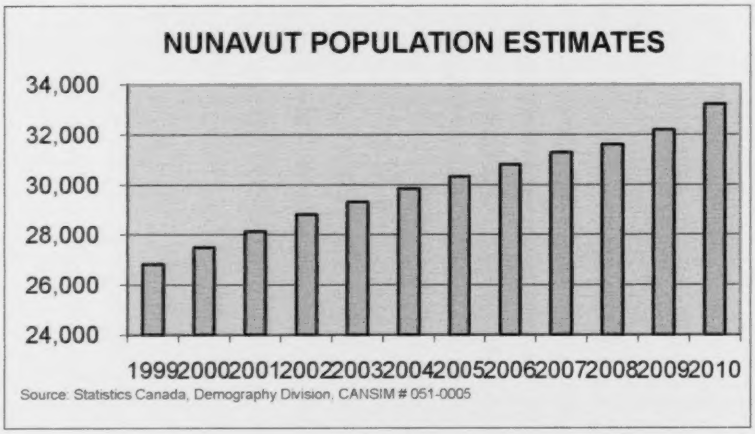
The environmental factors having the most direct impacts on our work include:

- Demographics
- Geography
- The Economy
- Social and Cultural Factors
- Energy and the Environment
- Infrastructure
- Resource & Capacity Challenges
- Governance

This section of the Business Plan will explore the impact that all of these factors have on the approach the Government of Nunavut takes to serving Nunavummiut.

Demographics

Nunavut has Canada's youngest and one of the fastest growing populations. It is a population that continues to place new demands on the health and education systems and on the wage economy. These demographics pose challenges, but also offer opportunities, for all departments and agencies of the Government of Nunavut.



NUNAVUT POPULATION ESTIMATES

Source: Statistics Canada, Demography Division, CANSIM # 051-0005

1999	26,820
2000	27,498
2001	28,134
2002	28,819
2003	29,320
2004	29,854
2005	30,328
2006	30,799
2007	31,274
2008	31,623
2009	32,183
2010	33,220

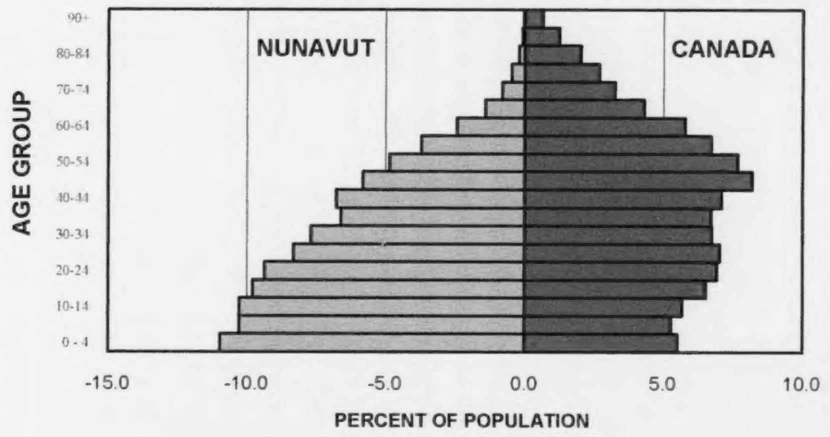
In order to effectively plan for future growth of programs, it is essential that demographics, including the age distribution of the population, be consistently monitored and incorporated into strategic and operational plans.

Nunavut and Canada Population by five year age groups
Estimates as of July 1, 2010

	Nunavut	Canada	% Nunavut	% Canada
0 to 4 years	3,640	1,878,160	11.0	5.5
5 to 9 years	3,417	1,803,266	10.3	5.3
10 to 14 years	3,413	1,935,244	10.3	5.7
15 to 19 years	3,257	2,226,819	9.8	6.5
20 to 24 years	3,112	2,364,868	9.4	6.9
25 to 29 years	2,765	2,394,544	8.3	7.0
30 to 34 years	2,554	2,301,397	7.7	6.7
35 to 39 years	2,197	2,294,682	6.6	6.7
40 to 44 years	2,256	2,421,020	6.8	7.1
45 to 49 years	1,933	2,793,377	5.8	8.2
50 to 54 years	1,620	2,618,766	4.9	7.7
55 to 59 years	1,236	2,288,313	3.7	6.7
60 to 64 years	808	1,968,695	2.4	5.8
65 to 69 years	473	1,468,925	1.4	4.3
70 to 74 years	271	1,104,550	0.8	3.2
75 to 79 years	157	912,367	0.5	2.7
80 to 84 years	68	688,152	0.2	2.0
85 to 89 years	26	427,471	0.1	1.3
90 years and over	17	218,136	0.1	0.6
Total	**33,220**	**34,108,752**	100.0	100.0

Source: Statistics Canada. Special tabulation based on 2006 census

Nunavut and Canada Population by 5 Year Age Groups
Estimates as of July 1, 2010



Geography

Nunavut's many beautiful landscapes, natural resources and ecological zones provide many opportunities. However, the sheer size of the territory in relation to its population causes considerable challenges as well. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 33,220 (as of July 1, 2010). This results in a population density of only 0.017 people per square kilometre. For comparison, Canada has a population density of 3.4 people per square kilometre (based on 9.985 km^2, with a population of 34,108,752).

Community Population Estimates, 2009

Iqaluit	6,832	Kugaaruk	844
Arviat	2,651	Coral Harbour	838
Rankin Inlet	2,254	Sanikiluaq	794
Baker Lake	1,906	Repulse Bay	728
Igloolik	1,639	Hall Beach	725
Cambridge Bay	1,601	Arctic Bay	702
Kugluktuk	1,443	Qikiqtarjuaq	521
Pangnirtung	1,424	Kimmirut	444
Pond Inlet	1,396	Chesterfield Inlet	388
Cape Dorset	1,366	Whale Cove	366
Gjoa Haven	1,121	Resolute	250
Clyde River	895	Grise Fiord	150
Taloyoak	875	Other areas	30

Source: Statistics Canada, Demography Division, Cansim # 051-0001

This widely dispersed population presents a significant challenge, given the steep cost of transportation. In order to serve the public, there is a need for transportation from or to those communities on a regular basis. These transportation costs vary widely, but regardless of the community, the transportation costs for government services are considerable.

The headquarters functions for most government departments are located in the capital city of Iqaluit, but their operations must remain focused on the needs of all Nunavummiut. The public being served by the Government of Nunavut is widely dispersed in 25 communities, each with its own municipal government and unique circumstances. It is crucial that government come to understand the needs of these communities, in order to work effectively with Nunavummiut to ensure that everyone's needs are addressed.

Distances and cost of flights from Communities to Iqaluit by scheduled one-way flight as of November 2010

	Flight distance to Iqaluit (kilometres)	Cost of flight to Iqaluit ($)	Flight time to Iqaluit (hrs)
ARCTIC BAY	1,227	$1,333.50	3 hrs
ARVIAT	1,334	1,041.60	3 hrs 5minutes*
BAKER LAKE	1,330	878.85	2 hrs 53 minutes*
CAMBRIDGE BAY	1,699	1,671.73	25 hrs 10 minutes *
CAPE DORSET	394	304.50	1 hr 12 minutes
CHESTERFIELD INLET	1,094	773.85	2 hrs 25 minutes*
CLYDE RIVER	747	491.40	2 hrs
CORAL HARBOUR	715	645.75	2 hrs 5 minutes*
GJOA HAVEN	1,328	2,002.48	5 hrs 40 minutes *
GRISE FIORD	1,500	2,150.40	19 hrs 35 minutes *
HALL BEACH	795	550.20	2 hrs 30 minutes*
IGLOOLIK	856	550.20	2 hrs 10 minutes
KIMMIRUT	121	302.40	38 minutes
KUGAARUK	1,088	2,325.88	27 hrs 10 minutes *
KUGLUKTUK	2,117	1,603.48	23 hrs 5 minutes *
PANGNIRTUNG	297	219.45	1 hr
POND INLET	1,065	700.35	3 hrs 40minutes
QIKIQTARJUAQ	470	306.60	2 hrs 10 minutes
RANKIN INLET	1,176	811.65	1 hr 57 minutes
REPULSE BAY	881	1,199.10	3hrs 30 minutes
RESOLUTE	1,572	1,581.30	4 hrs 38 minutes
SANIKILUAQ	995	2,686.95	43 hrs 25 minutes **
TALOYOAK	1,263	2,149.48	22 hrs 30 minutes *
WHALE COVE	1,221	937.65	4 hrs 5 minutes
AVERAGE	**1,054**	**$ 1,228.64**	

* One night in transit

** Two nights in transit

The Economy

Nunavut's mixed economy is characterized by traditional land use activities, a relatively large public sector, and vast mineral potential. Numerous economic sectors hold great potential, but are currently underdeveloped, such as tourism, fisheries, arts & crafts and film.

Key challenges in the development of Nunavut's economy include the development of transportation infrastructure, the development of a robust community-based entrepreneurial sector, the orderly development of mineral and petroleum resources, the cost of reaching suppliers and markets, and the need to build capacity in the workforce. Continuing economic problems include the high cost of doing business, low employment rate, and economic leakages and distortions. Nunavummiut need to be in a position to participate in all aspects of economic growth in the territory. The primary objective of government in this area is to help transform Nunavut's enormous potential into economic benefits for Nunavummiut.

Community Economic Development and Entrepreneurship

The private sector, especially small Nunavut-based businesses, still represents only a small portion of the economy. Many business opportunities require management skills and capital that small business owners do not currently possess. There is a need to support the young and growing population of Nunavut through education, training and skills development in business. Local human resource capacity issues, which limit economic growth in the territory, must be addressed through education and skills development, in order to promote and support local entrepreneurship.

Community-based economic development provides for the identification of community strengths and weaknesses, particular growth opportunities, and community-specific needs. Thus, economic development becomes a tool for strengthening community, for fostering social inclusion, and for reducing dependency on government assistance.

Mineral and Petroleum Exploration and Development

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral and petroleum exploration and investment. The development of our mineral and petroleum resources has the potential to generate significant economic benefits for Nunavut. However, it is imperative that development occur with the agreement of Nunavummiut, and that individuals and businesses in the territory are prepared to take full advantage of the opportunities.

In 2010, commodity prices continued to recover from their recession-low attained in March 2009. This led to a 50% rise in mineral exploration spending in Nunavut, up from the 2009 low.

The Meadowbank gold mine started production in the first quarter of 2010. Its operator, Agnico-Eagle, has further increased its stake in Nunavut's gold sector by purchasing the Meliadine gold project near Rankin Inlet. In the Kitikmeot region, the Hope Bay gold project (Newmont Mining) is in the process of completing the construction of its first mine. Production is expected to start in 2012.

The sustained high price of gold combined with the strong demand for mineral products bodes well for the mining sector of Nunavut.

Nunavut has excellent petroleum potential. Current estimates place its conventional undiscovered resources at 25 percent of Canada's crude oil resources and 34 percent of

Canada's natural gas resources. Significant future exploration activity will be required for a more accurate picture of Nunavut's oil and gas potential, as much of the current seismic data is dated.

Control of land and resource management responsibilities is essential to long-term economic development and the territory's self-sufficiency. Currently, the federal government controls the revenue generated from developed Crown lands in Nunavut. This is not the case in the provinces or the Yukon.

Devolution of authority for land management from the federal government to the territorial government is essential if Nunavummiut are to be self-reliant and the beneficiaries of future economic growth. Devolution will provide Nunavut with control and the opportunity to collect mineral and petroleum royalties. Given the Government of Canada's recent appointment of a Chief Federal Representative for Nunavut devolution, the Government of Nunavut must dedicate resources to devolution preparation and negotiation.

Tourism, Trade and Cultural Industries

Nunavut's distinctive attractions have tremendous potential to support the development of tourism. The tourism sector generates external capital, promotes Inuit culture and the protection of the territory's natural resources. It plays a key role in enhancing Nunavut's reputation in Canada and abroad. In 2010, tourism regained some of the ground it had lost during the global recession of 2009.

The trade of locally produced products faces many challenges in Nunavut. On the supply side, Nunavut businesses and development corporations need to become export-ready, to develop value-added components, and build the capacity to enter extra-territorial markets. On the demand side, viable niche markets for Nunavut products need to be developed or expanded through branding, marketing and establishment of distribution channels. Nunavut produces unique products in film, arts and crafts, and tourism, and each sector provides important economic opportunities for the territory.

Inuit cultural activities, and above all, Inuit stories, form the basis for viable economic activity and help create sustainable livelihoods for families through the arts, crafts and cultural industries. From soapstone carvings to the production of feature films, Inuit knowledge is applied in many artistic media today, for which there is a ready market. Making art contributes to the development of pride in culture, self-esteem and even healing. It promotes learning and entrepreneurship. The products of our cultural industries are known worldwide, and they contribute to the success of other economic sectors, such as tourism. However, accessibility of markets needs to be fostered and marketing opportunities need to be generated and supported.

In 2010-11, a primary concern for Nunavut will be the state of the Canadian economy in the wake of trade tensions and possible currency wars following the global financial crisis. Fortunately, Canada was not impacted by the crisis as severely as other countries. Canadian financial institutions practiced more stringent lending practices and were governed by stricter regulations. On the positive, commodity prices will likely remain at healthy levels. The Government of Nunavut needs to continue closely monitoring the Global, National and Territorial impacts of the uncertain economic situation in order to most effectively forecast and risk manage the impact on the Government's priorities.

Labour Market

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. The challenge of improving employment opportunities, and the capacity of Nunavummiut to gain that employment, is one that is shared across all governments and other institutions. The government must continue to strive not only for public service employment, but also to enable and promote growth of economy through the private sector.

On average for July to September 2010, the number of employed people in Nunavut was estimated at 10,800, up by 900 from the 3-month average ending in September 2009. Also on average for July to September 2010, the employment rate was 55.9% while the unemployment rate was estimated at 14.2%.

Comparative data from earlier years must be used with caution, as the Labour Force Survey has recently been expanded to nineteen communities, having previously been based exclusively on Nunavut's ten largest communities. However, the general trend was two years of employment growth from 2005 to 2007, followed by two years of decreases in the number of employed people from 2007 to 2009. In 2010, employment was once again rising, and quite substantially.

Employment for both Inuit and non-Inuit have increased. In September 2010, the employment rate was 47% for Inuit and 89.8% for non-Inuit, which constitutes a smaller gap when compared with the previous year.

Income Support

Between 1999 and 2008/09 Income Support expenditures have increased from $21 million to $28.1 million, largely due to an increased caseload. In 2008, approximately 6,302 different heads of household (15,523 recipients), or 50% of family units continue to seek and are reliant on income support during the year (Department of Education data).

It must be understood that self-reliance is a shared responsibility between the individual, the community and the government. As Nunavut's large cohort of young people become adults, efforts must continue to improve the link between income support to programs and services that provide Nunavummiut with the skills to participate fully in their community and the economy.

In September 2006, preliminary work began on an automated Income Support Case Management System. The system is designed to produce statistical data, track program overpayments, produce cheques, track earned income, meet federal reporting requirements under the National Child Benefit, and automatically produce taxable income statements (T-5s) at the end of the calendar year. The system may assist in identifying individuals who need help applying for their eligible federal old age benefits. Starting this fiscal year, all Iqaluit clients will be managed using this system. Testing in another community is the anticipated next step and may begin near the end of the 2010-11 fiscal year.

Social and Cultural Factors

Culture and Heritage

Nunavut's unique culture and history forms a defining element in the creation of the territory. The material record of the human history of Nunavut and the accomplishments of past generations takes many forms, including thousands of archaeological sites and artifacts, cultural landscapes, and historic buildings. It also includes vast collections of written documents, photographs, film, oral histories, video and sound recordings that document people, places, events, language and traditions.

Nunavut's heritage assets are a largely untapped source of invaluable knowledge that is directly relevant to critical issues facing the Government of Nunavut in the areas of elders, youth, language, and Inuit Qaujimajatuqangit.

Nunavummiut express a desire to have a government that reflects their values, traditional knowledge, and approach to life. The Government of Nunavut has the opportunity to create a new model for governance in Canada that integrates Inuit Societal Values, progressing to reach a representative level of Inuit employment, and integration and promotion of the Inuit Language.

While the Government of Nunavut does follow the guiding principles of Inuit Societal Values outlined in *Tamapta/ᑕᒪᑉᑕ: Building our future together*, much work remains to be done to reflect those values in all of the government's policies, programs, and workplaces.

Language

Departments and public agencies must work toward an improved, effective and efficient compliance with the existing *Official Languages Act* (NWT 1988), and prepare for the new requirements once the new Act comes into effect (passed in 2008, but not yet in force). Its companion, the *Inuit Language Protection Act,* was approved in September 2008, and requires all government departments and agencies to take positive action to protect and promote the Inuit language, to ensure that it remains at the center of education, work and daily life across the territory.

Under the existing *Official Languages Act*, any member of the public in Nunavut has the right to communicate with and to receive available services from territorial institutions in the official language of their choice, in the Inuit Language, English or French.

Administrative heads of territorial institutions are bound by the legislation to communicate with the public and offer services in the Official Languages must take appropriate measures (including an "active offer"), so that the public can avail itself of its rights at head and central offices, particularly when the services in question involve urgent or confidential matters.

The *Inuit Language Protection Act* states that the Inuit of Nunavut have an inherent right to use the Inuit Language – a right that cannot be taken away, and that must be protected and promoted through positive action by departments and agencies of the Government of Nunavut. The Act requires measures be taken in three priority areas to support:

> The right to Inuit Language instruction in the school system. Recognizing that language is most easily acquired in childhood, the Act requires the government to provide children with lifelong reading and writing skills through a learning environment rich in the Inuit Language.
>
> The right to work in the Inuit Language in territorial government institutions. The Government of Nunavut is committed to achieving representative levels of Inuit employment at every level of its public service. The Act requires government to promote the advancement of public servants already fluent, and to support the development of language skills by non-Inuit Language speakers.
>
> The use of the Inuit Language in day-to-day services and information. When governments, municipalities, community organizations and businesses direct certain types of information and services to the public, they must do so in the Inuit Language.

The Government of Nunavut must also ensure that it consistently recognizes the status and rights of the territory's French and English speaking minorities. Language equality will be addressed through the augmentation of the linguistic and human resources in the Translation Bureau and by strengthening and developing Inuit Language terminology for Nunavummiut.

The Inuit Uqausinginnik Taiguusiliuqtiit (IUT) will be a tremendous resource throughout the implementation of the new language legislation. It will make decisions about language development, use and standardization and assist organizations needing assistance with the proper use of the Inuit Language on their signs, documents, or who require new or standardized terminology to be developed for services or activities to which the Bills apply.

IUT will also be able to collaborate and cooperate with other organizations, within or outside of Nunavut, on joint initiatives supporting language development or standardization. It has the duty to establish Inuit Language competency standards, and to develop and implement surveys or tests which evaluate Inuit Language proficiency for purposes including the certification of an individual's educational or employment skill in the Inuit Language. The IUT can share information, and collaborate with an organization, academic institution or an individual with the objective of strengthening and promoting the development, use and standardization of the Inuit Language. This includes giving opportunities for language professionals like translators, linguists, elders and educators to meet and work together, share best practices, take part in training workshops and so on. Work of the IUT will affect the school system, public service, and certification of teachers or interpreters/translators (trained by the Nunavut Arctic College).

Inuit Societal Values

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. It is a Tamapta priority for this Government to use approaches that reflect Inuit Societal Values to build a strong future for Nunavummiut.

Programming that collaborates with Elders will focus on Inuit social knowledge & values, Inuit ways of counseling, cultural teaching for healthy living, traditional skills & knowledge workshops on land based healing and wellness & counseling.

Community based Inuit Societal Values Projects are initiatives to promote Inuit Qaujimajatuqangit and to strengthen the role of Elders in addressing the social problems and issues in Nunavut. The intent is to provide Inuit with the opportunity to have a say in maintaining order and peace according to their culture and tradition, as well as identifying gaps in and finding possible solutions to community and social wellness issues.

Youth

Sport and recreational programming in communities plays a vital role in developing and sustaining a healthy and active population. Nunavummiut of all ages benefit from programs provided at the community, regional, and territorial level. Intercommunity competitive opportunities are often determined by flight costs and logistics, since participants must travel by air between communities. Opportunities must be sought to support Nunavummiut who wish to represent their territory nationally and internationally at major multi-sport games such as the Arctic Winter Games, Canada Games, and North American Indigenous Games.

Traditional activities are also important to youth as they develop, and opportunities to participate in these activities must be fostered and supported by communities and government.

While the Government of Nunavut promotes positive role models and encourages youth to participate in or volunteer for community events, there is always a need for youth to get involved in building their own futures. These initiatives are successful only with effective partnerships with communities, families, and elders.

Even with efforts to promote healthy and active youth, challenges persist, which can have negative impacts on the self-esteem and productivity of our youth. The recently released suicide prevention strategy draws attention to the most alarming of these challenges, and the forthcoming implementation plan will address some of the most significant challenges facing youth.

Elders

The majority of elderly people in Nunavut are unilingual Inuit Language speakers who face challenges in accessing programs and services provided by governments and other organizations. This further highlights the urgency to focus on using the Inuit Language in the workplace and ensuring that there are government positions that can provide services and programs in the language of choice.

Elders who have lived on the land are a repository of oral history and tradition, and may be able to give youth critical adaptation tools, helping them connect with their culture, heritage, and the land. Dialogue between youth and elders also provides opportunities for elders to understand the modern influences on the lifestyle and unique challenges of our youth.

In addition to documenting the past, elders' input is needed to shape the future of government in order to reflect Inuit Societal Values in its daily operations.

Educational Attainment

As the global and Canadian economy recovers, economic activity in Nunavut will also recover, particularly in the mining sector. However, Inuit Nunavummiut may not benefit from the recovery to the same degree as non-Aboriginal Canadians, both in Nunavut and in the rest of Canada. In large part, this is due to differences in educational opportunities and attainment.

For all educational attainment indicators, except trades and college, Inuit Canadians aged 24-64 are significantly behind non-Aboriginal Canadians. Overall, just 31% of Inuit Nunavummiut reported that they have some post-secondary education compared to 61% of non-Aboriginal Canadians. The difference is most acute for those without high school graduation and university. The differences in educational indicators are reflected in the 2006 employment and unemployment rates and average earnings. Inuit Canadians do not participate in and benefit from the economy to the same degree as non-aboriginal Canadians.

Educational Attainment of Inuit and Non-Aboriginal People aged 25 to 64

	Inuit Nunavummiut	Non-Inuit Nunavummiut	Non-Aboriginal Canadians
Without high school graduation	60%	7%	15%
High school graduation or equivalent	9%	14%	24%
Post-Secondary Qualification	31%	78%	61%
Trades Certificate or Diploma	10%	8%	12%
College Certificate or Diploma	18%	24%	20%
University Certificate, Diploma, or Degree	4%	46%	28%

Source: Statistics Canada, Selected 2006 Census Data on the Aboriginal Identity Population, Publication 89-636-x.

Educational Needs

Nunavut's growing population will have a long-term impact on the educational programs and services offered by the Government of Nunavut and Nunavut Arctic College at all levels, putting pressure on existing structural and human capital. Geography plays an important role in the design, delivery, and evaluation of educational programming in Nunavut. Improved information technology infrastructure is essential to support distance learning and program delivery in all education and training areas throughout the territory.

Our successes have been driven in large part by funding targeted at specific employer needs. As a result, Nunavut has a series of impressive achievements in career training and professional education. However, we are challenged by the need to make similar advances in building general adult learning capacity both for Nunavummiut preparing for college and for Nunavummiut who need general university preparation.

The most critical challenge in developing a skilled Nunavummiut workforce able to compete in a modern economy is the high school diploma or equivalent. 60% of Inuit Nunavummiut aged 25-64 lack high school graduation compared to only 15% of non-Aboriginal Canadians. A major reason for this extreme situation was the lack of adequate investment in high school education prior to the creation of Nunavut. Funding is urgently needed to encourage and enable adult Nunavummiut to complete a High School Graduation Diploma for Mature Students.

The next most critical challenge is post-secondary education. Only 4% of Inuit Nunavummiut have some university education, compared to 28% of non-Aboriginal Canadians. Successful university partnerships have already been delivered in Nunavut (e.g. teacher and nurse education), but general university capacity also needs to be built.

There is currently no university in the north. There may be significant opportunities to provide accessible university education in the North, for the North and by the North - education that is uniquely committed to the sustainability of the North and the needs and cultures of the people who live here.

Early Childhood Education

Licensed childcare facilities and early childhood programs are operated by non-governmental societies or groups. The Government of Nunavut assists organizations through funding and support to help facilitate services. Due to cost of program delivery, some licensed facilities have had to raise parental fees, increasing the financial burden on families whose children participate in licensed early childhood development programs, which may hinder participation in training or entry into the work force. The availability of appropriate early childhood spaces and programs is limited in many communities, and there is a need to ensure that staff working in these facilities and programs is properly trained. The *Education Act* mandates that District Education Authorities must provide early childhood programs that promote Inuit language and culture.

Kindergarten to Grade 12 (K-12) Schools

High school education attainment within Nunavut has shown significant improvement over the past decade, with nearly 250 students graduating in 2009, compared to 134 in 2004, and only 91 in 1998 (Department of Education data). Youth are becoming more aware of the positive impacts an education can have on all aspects of their future. It must be noted that graduation rates from grade 12, college, and university remain significantly below national averages. While progress is being made to reduce the dropout rate in Nunavut, overall 38% of adults have not graduated from high school.

The K-12 school system will face numerous challenges during the next few years such as the need to improve student attendance, implementing bilingual education, and complying with new legislation such as the *Education Act, Inuit Language Protection Act* and *Official Languages Act*. It is anticipated that upwards of 70 new teachers must be hired and housed in order to meet the required pupil-teacher ratio in 2011-12. Increasing the number of Inuit educators, producing bilingual curriculum, teaching and learning materials for all grades, and addressing impediments that affect the hiring of new teachers, such as the availability and affordability of housing, are all important in strengthening K-12 education in Nunavut.

Adult Education

Post secondary education has a direct impact on people's ability to compete in the labour market, on the types of jobs they obtain, and the remuneration they receive. As the number of grade 12 graduates increases, the post secondary cohort in Nunavut is expected to grow in parallel. This will have a significant impact on the demand for programs and services. This growth will result in increased pressures in all of the following program areas: post secondary education, student financial assistance, early childhood services, literacy, trades training, apprenticeships, and adult basic education.

A priority effort is also needed to focus strategically on raising literacy skills (English and Inuit language) and basic education levels. New, short-term funding from the federal government fiscal stimulus package initiated in 2009 will support an increase in funding availability and flexibility over the next few years, but does not provide a long-term solution. The current Adult Basic Education and General Education Development Program programs are not meeting the needs of all clients. A made-in-Nunavut Mature High School Graduation program, as well as the utilization of Prior Learning Assessment and Recognition (PLAR) in skills development and recognition may improve adult education outcomes. Training and educational opportunities for unilingual Inuit adults is also important. Without these efforts, there will be very few candidates with the basic skills needed to participate in Nunavut's future economic opportunities.

Health Status of Nunavummiut

The delivery of health care services faces many unique challenges and needs when it comes to providing for the health and well-being of Nunavummiut. The health status of Nunavummiut is significantly below the national average. Overall life expectancy trails the Canadian average by 10 years, while infant mortality rates are almost four times higher in Nunavut. Tuberculosis continues to be a critical public health issue for the government. Social problems in Nunavut are also of major concern.

Incidents of child abuse, family violence, and suicide are stark reminders that these social problems will only lead to an increased impact on the already overburdened health and social services system.

The Government of Nunavut recognizes that for health indicators to improve, a focus on healthy living and injury prevention is required. Active living, eating nutritious foods and abstinence from drugs, tobacco and alcohol are the foundations of prevention. Healthy living encourages healthier pregnancies, lower rates of chronic disease, and mental wellness. Healthy living is also closely related to providing Nunavummiut with structures that support healthy living. This includes having the right to safe drinking water, appropriate infrastructure, such as recreation centres, good education, economic development, clean living environments, community and family ties, and above all, quality of life.

Sustainability of the health system

Improving the overall financial and administrative management of Nunavut's health care system is crucial to the sustainability of service delivery in the territory. Nunavut's health care system and social services delivery system are facing significant challenges as the cost of airfare, agency nurses, medical technology, infrastructure, residential care, and other related expenditures continues to rise. The Government of Nunavut continues to invest additional resources into public health, recognizing that by making investments in health promotion and preventative care now, the high cost of primary health care in the future can be offset.

In order to help contain cost increases, proactive steps are being taken to strengthen financial and human resource management. Greater emphasis is being placed on the evaluation of departmental programs and services to ensure effectiveness and efficiency. The Department of Health and Social Services is undertaking a comprehensive review to establish acceptable levels of service for health care delivery in each of Nunavut's 25 communities. This evaluation will provide the essential background information, evidence and expert guidance needed to support future decisions about optimal staffing and service delivery models.

Health Information

Current gaps in health data and capacity in the specialized field of health information and research compromise the ability to effectively design, deliver and evaluate its programs, and perhaps more importantly, report on the health status of Nunavummiut.

In order to meet the growing health care and social services needs of Nunavummiut, there is a need for accurate, up-to-date data. A comprehensive, sophisticated data system is imperative to effectively track and direct limited resources, using factual data on health and social indicators evident in the territory. The Electronic Health Record (EHR) initiative is currently underway and will be fully implemented in all communities in Nunavut by 2013. However, a public health surveillance system is still required, as well as a case management system to carry out social services related responsibilities.

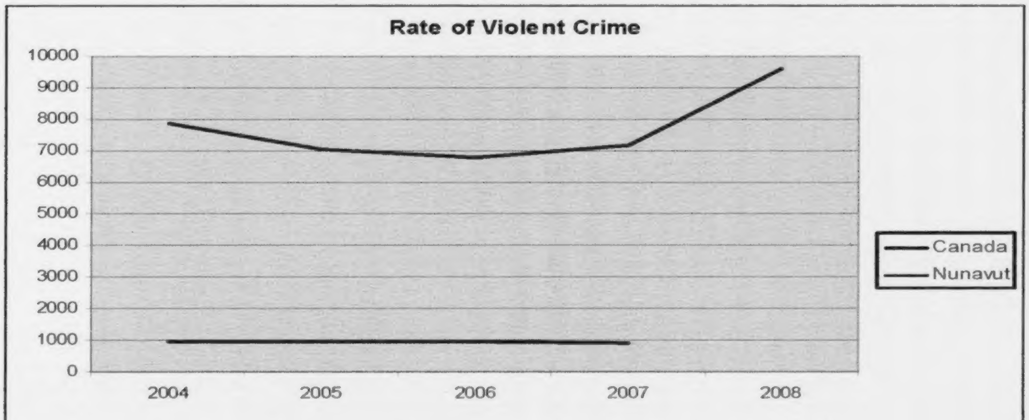
Crime & Justice

There are a number of factors posing unique challenges for the administration of justice. Unless changes are made to the existing systems, the young demographic and rapid population growth will continue to put strain on the formal institutions of the criminal justice system. Youth are most likely to come into conflict with law enforcement, which has a direct impact on the resources required to assist offenders, victims, and communities.

Crime rates, especially for violence, in Nunavut are very high compared to the rest of Canada. The Government of Nunavut has made some progress in reducing crime rates, but new initiatives that are community-driven and culturally appropriate are needed. There is a need for a continued emphasis on crime prevention and programs for offenders and victims. Prevention requires a coordinated response involving individuals, families, communities, private and government resources.

Recent statistics provided by the RCMP "V" Division indicate that occurrences ranging from violation of territorial statutes, such as the *Liquor Act*, to *Criminal Code* violations have increased from 2008.

The increase in firearms-related offenses, breaches of the peace, break-ins, assaults, sexual assaults, and uttering threats speaks to the need for a coordinated strategic approach by all pertinent stakeholders to deal with crime prevention and reduction, as well as with appropriate and proportional sanctions for such offenses.



Source: Statistics Canada, 2004-2008 Juristats, Canadian Center for Justice Statistics.

Note: Rates are calculated on the basis of 100,000 population

Many of these crimes are fuelled by substance abuse, predominantly alcohol, which again underscores the necessity for a coordinated approach to crime prevention, public safety and community justice that factors in both social and justice imperatives.

Many factors could help explain the high rate of crime in Nunavut, including low overall educational attainment, overcrowded homes, and substance abuse, which is frequently associated with unemployment, family violence, and suicide. The impact of substance abuse is felt by a wide range of people.

The high rates of domestic violence are well known and pose special challenges to the justice system. However, more information is required to understand crime rates and the effect of the various elements of the justice system on other types of crime. There remains a need for an integrated information system that can provide better communication and information sharing between various users.

The Corrections system suffers from a lack of institutional bed space to meet the increasing demand, and to repatriate all territorial offenders, male and female, who are currently being held in other jurisdictions, including the Northwest Territories, Ontario, and Nova Scotia. It is a challenge to provide culturally relevant programming to offenders, even within the territory, let alone in other jurisdictions.

Adequate support is needed for Community Justice Committees to develop community-based solutions. There is a need for enhancement and expansion of culturally sensitive, community-based programs to support victims and families, to prevent crime, and to work with offenders in their home communities. This would include community-based dispute resolution mechanisms, in place of southern adversarial practices or formal justice institutions.

A lack of understanding of the criminal, civil, and family justice systems makes it essential that public education material be provided to inform citizens about the justice system. Cross-cultural training within the justice system is needed to meet not only the clients' needs, but also the personnel who work in all areas of the department.

Energy and the Environment

Our Land

Nunavummiut are proud of our strong relationship to the land. Nunavut is rich in wildlife, fish and other natural resources. However, our ecosystems are fragile and have long recovery times. Nunavut's land, air, water and creatures need to be managed in such a way as to ensure that it can be enjoyed by future generations of Nunavummiut.

We are committed to supporting a sustainable and viable wildlife management regime in Nunavut, developing sustainable and viable fisheries, and the development and management of a representative system of territorial parks and special places, but this depends upon integrating *Inuit Societal Values* with the best available scientific knowledge available under the general guiding principles of conservation and sustainability.

Our Communities

With Nunavut's growing communities come the challenges of managing waste in an arctic environment, particularly given Nunavut's aging waste management infrastructure. Many communities are also burdened with abandoned waste sites, some of which are contaminated. Demands for increased development have driven the need to ensure that sustainable practices are employed and maintained in the long term.

The extent of potential climate change impacts on communities and community infrastructure is unknown. Communities need support from all levels of government in assessing and adapting to these impacts.

Many Nunavummiut depend on harvesting wildlife, fish and marine mammals for a large part of our food and income. These resources, if used sustainably, will help to ensure the availability of healthy food for Nunavummiut in the future, while also ensuring the health of our environment and contributing to healthy lifestyles.

There is an increasing amount of scrutiny of our wildlife management and conservation efforts at the national and international level. Actions and activities taking place in Nunavut are immediately available to interested parties worldwide, many of whom do not fully understand our sustainable co-management systems. Any perceived failure of Nunavut to meet external expectations can result in negative publicity and trade restrictions, as has been illustrated by the situation with both seals and polar bears.

Our Partners

Under the *Nunavut Land Claims Agreement*, land and resource management in Nunavut is based on an innovative co-management structure, which ensures that beneficiaries play a significant role in preserving our traditions, cultures and aspirations. While this process can be slow, expensive and time-consuming, the Government of Nunavut is committed to it and is working with our partners to evolve continually the process with the goal of improving efficiency and communications.

Collaborative partnerships from the local to international level are needed to accomplish our mandate. These include those within government, with other governments and with institutions of public government, crown corporations, designated Inuit organizations, boards, and public agencies.

The coordinated approach with our partners and stakeholders supports the sustainable use of wildlife and marine resources, protection of our environment and people, and the preservation of parks and conservation areas. By collaborating with other organizations and institutions, the impact of research and program dollars and increase or supplement to technical capacity can be maximized.

Climate Change

Global climate change is highly complex and dynamic, from both the scientific and social/cultural perspective. The timing, nature and severity of the impacts on Nunavut communities are difficult to predict and will vary locally and regionally.

Overall, the most prevalent observations of climate change in Nunavut include:

- The significant changes to the sea ice including its distribution, timing of freeze-up and thaw, and coverage;
- Average Arctic air temperatures that have increased at twice the rate of the global average; and
- Changes in permafrost: increased temperatures at the top layer and an overall decrease in the area covered by permafrost.

Because practically all infrastructure in Nunavut is constructed on permafrost, it is crucial that the Government of Nunavut participate actively in efforts to mitigate climate change, but also take active steps to prepare for and adapt to it.

Energy

Nunavut is one hundred percent reliant on imported fossil fuels for all of its energy. In 2009-10 the GN imported 171 million litres of fuel. The three major uses of fossil fuels in Nunavut are transportation (64 million litres), heating (63 million litres), and electricity generation (44 million litres).

Energy use has increased in Nunavut by 14% since 2000, while at the same time the amount of energy used per person decreased slightly by 4% over the same period. This means that our efficiency has improved slightly. Growth in energy use has primarily been in heating and electricity while transportation energy use has decreased somewhat. This increase in energy use is mainly due to population and economic growth. Growth in the mining sector is expected to be the primary driver of economic activity and will be the primary driver for growth in energy use and greenhouse gas use.

Each community in Nunavut has its own energy system and is spread out over a large geographical area, presenting serious challenges to having an energy system that is sustainable and reliable. All of Nunavut's fuel is purchased and shipped in bulk during a short summer season and stored in facilities in each community. This fuel is then resold at cost to Nunavummiut. If the price of oil happens to be high at the time fuel is purchased it can have a significant impact on the cost of energy in Nunavut.

In 2009-10 the GN paid nearly $140 million to import this energy, costing about $0.80/L. If for instance the price of fuel increases to $1 per litre then the annual costs for 170 million litres would be $170 million. This is a very expensive energy system which has resulted in the GN providing significant energy subsidies to residents. The total energy subsides approached $40 million last year. These subsidies include electricity rate reductions, social and staff housing support, and senior home heating and income support.

In 2007, the Government of Nunavut released *Ikummatiit: An Energy Strategy for Nunavut*. This strategy focuses on reducing the reliance on fossil fuels, finding alternative energy sources, and promoting the efficient use of energy in the territory. Given the amount of physical infrastructure owned or under the control of the government and its agencies, the Government of Nunavut must play a leading role in directly reducing energy consumption. Indirect conservation effects can be achieved through efforts to make the public aware of energy conservation opportunities. Currently the GN is working on an alternative and renewable resource inventory which will enable the GN to make informed decision about the correct option for energy supply for Nunavut.

Infrastructure

Transportation and Communications

Nunavut is dependent on the importation of goods from outside of the territory. Health care, education and training also rely heavily on transportation. Furthermore, a reliable and efficient transportation system has positive impacts on economic investment.

Air transportation is the only year-round means to access neighbouring communities, other regions and the rest of Canada. Many airports require improvements for safety, security and maintenance purposes, and need to accommodate new security regulations and newer and more efficient aircraft.

All Nunavut communities depend on access to the sea for annual re-supply and participation in traditional harvesting. Some communities rely on this access for an emerging and increasingly important commercial fishery. The lack of adequate marine facilities affects the safety and efficiency of Nunavut's marine activities and is a barrier to the development of commercial fisheries, mineral exploration and development, and the territory's tourism sector.

The development of broadband infrastructure and management tools is vital to Nunavut's economic future, both to ensure efficient communications and to allow Nunavummiut to take advantage of emerging opportunities in e-commerce, trade and export, online training, and promotion of our cultural industries. However, the expiry of the federal *Infrastucture II* funding in 2012 brings considerable uncertainty to the continued affordability of broadband communications for Nunavummiut.

Support for Municipalities

The overall financial position of municipalities improved for the sixth year in a row, with one community that had been financially deficient for more than ten years emerging from deficit. Increased monitoring, coupled with training and increased utility funding allowed municipalities to gain financial ground.

Financial reporting for Nunavut municipalities has been improving, but attraction and retention of senior staff for administration and finance continues to be challenging. Improving the capacity of staff and increasing the stability of senior staff will be the key to keeping communities financially healthy.

Community Infrastructure

The costs for building and maintaining community and government infrastructure has been affected somewhat positively with a modest drop in material costs, due primarily to a dramatic change in the global economy. Labour costs have not fluctuated to the same extent and trades labour continues to be difficult to attract to the territory.

The Nunavut Community Infrastructure Advisory Committee (NCIAC) has undertaken the development of Integrated Community Infrastructure Sustainability Plans (ICSP) to create and measure long-term plans for each Nunavut Community. These plans are developed in consultation with each community. They will help communities achieve their environmental, cultural, social and economic goals.

The Department of Community & Government Services is improving the community consultation process, which will focus on improving community participation, fairness, transparency and accountability in the capital planning process.

Much community service infrastructure will require investment to comply with new environmental regulations.

Municipal Capacity

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization (MTO) with a mandate to identify community staff training needs, provide training to address those needs and to encourage the use of best practices – with the goal of continuous performance improvement in municipal operations.

The MTO is entering its sixth year of delivering the Municipal Government Certificate Program, which allows municipal employees and other community residents to receive accredited training and certification in municipal management and governance. The MTO also provides targeted training in areas such as class 3 drivers' licenses and airbrake courses for municipal drivers and firefighting training for Nunavut's municipal fire departments.

Nunavut Fire Protection

The need to maintain public safety, coupled with increasing costs of fire insurance coverage for Nunavut communities, required the development of an enhanced fire protection capability. Maintaining affordable fire insurance has become a major issue for Nunavut communities. The Fire Protection Strategy is a crucial element of the overall program. Training will continue to be the cornerstone of the Fire Protection Strategy.

Health Infrastructure

Many of the territory's health facilities require renovations or replacements to ensure that they meet operational requirements and national building code standards. There is also a need for medical and mobile equipment to meet minimum standards and keep pace with technological advances. A strategic investment in health infrastructure is necessary in order to increase capacity, meet the needs of a rapidly growing population and reduce patient risk.

Resource and Capacity Challenges

Allocation of resources is one of the most urgent issues facing the Government of Nunavut. With the tight fiscal situation, the Government of Nunavut must coordinate its approaches to providing services to the public to avoid duplication and optimize the use of available resources. It is only through this collaborative approach that success can be realized for all Nunavummiut in the future. The intended result is quality services that are well targeted and delivered in a cost-effective manner.

Employee Capacity

To pursue innovation requires talented public servants. The challenge for the GN is attracting and selecting the best candidates for available positions in the public service. It is essential that the Government of Nunavut develop the technical skills and knowledge of the public service to meet the goals and objectives of the GN. This is a challenge for any organization, but is particularly the case for a relatively newly established public service.

With the inclusion of a two million dollar training fund, departments and agencies have an opportunity to expand training and development opportunities for all public servants. The training fund helps address this systemic need within the GN, but the public service requires a long-term strategic approach that ties in performance management, the adoption of a succession planning framework, mentoring and job shadowing tied to individual and organization training needs. However, training will continue to be an ongoing need not just for the public service, but also for the other sectors of Nunavut's economy. All employers, in virtually all jurisdictions, are faced with the challenge of retention. As the major employer in Nunavut, the GN takes the matter of employee retention within the public service as a priority. The Department of Human Resources works collaboratively with all client departments, boards and agencies in order to develop the tools for addressing employee retention. Although significant efforts have been made because of the 2008 budget to freeze subsidized rents, the implementation of a household allowance and the salary increases from recent collective bargaining, implementation of a comprehensive plan to address employee retention will provide long-term benefit. With the development of an inclusive and broadly accepted strategy, stakeholders will have the most effective tools available to both retain and motivate their public servants.

Health and Social Services Human Resources

Nunavut competes for health care professionals in an extremely competitive labour market where other provincial, territorial and international jurisdictions are also vying for their services and talent.

The recruitment and retention of nurses remains a significant challenge. The *Nunavut Nursing Recruitment and Retention Strategy* provides a plan aimed at reducing the vacancy rate for indeterminate nursing positions across the territory and reducing reliance on agency nursing. Since the Strategy's implementation in August 2008, there have been 91 new indeterminate nursing hires. This has resulted in a net gain of 51 nurses, which has reduced the vacancy rate for nursing positions to 33% (down from 60% in July 2008). Over the past 20 months, agency nurse usage is less half what it was in September 2008. The Strategy also focuses on developing Inuit for positions in the nursing field. To date, there have been a total of 28 graduates from the Nunavut Arctic College nursing program and 12 of those graduates are Inuit.

Over the last several years the recruitment and retention of social workers has been increasingly challenging. Nunavut is one of the few jurisdictions that hire social worker generalists, which includes a combination of qualifications that makes it difficult to recruit qualified social workers. As of October 2010, only 25 of 46 social worker positions were filled with indeterminate staff. Although casuals are often used to fill vacant positions, short and long-term recruitment and retention efforts will be required to ensure there are is an adequate and stable number of social workers in the territory.

Physician recruitment and retention efforts are now focused on increasing the number of long-term family physicians practicing in Nunavut to provide consistent care for the population. In order to respond to the needs of the territory's growing population and provide increased in-territory services, the Department will require additional physician resources.

Acquisition of Goods and Services

The Government of Nunavut's procurement services continue to evolve and improve the level of service to all Government of Nunavut departments and the general public. Enhancements to the public website allow for electronic access and updates to public tenders. A new publication "Contracting for Consultant Services" guides staff in the proper methodology and procedures for procuring the services of consultants and contractors. Procurement and Contracting Services continues to provide training and support to all departments to ensure fair, ethical and transparent procurement and contracting.

Petroleum Products

The price that the Petroleum Products Division pays for fuel is affected by supply and demand on world markets. Over the past three years, fuel prices have been extremely volatile because of political instability, hurricanes, terrorism, and surging demand from developing countries.

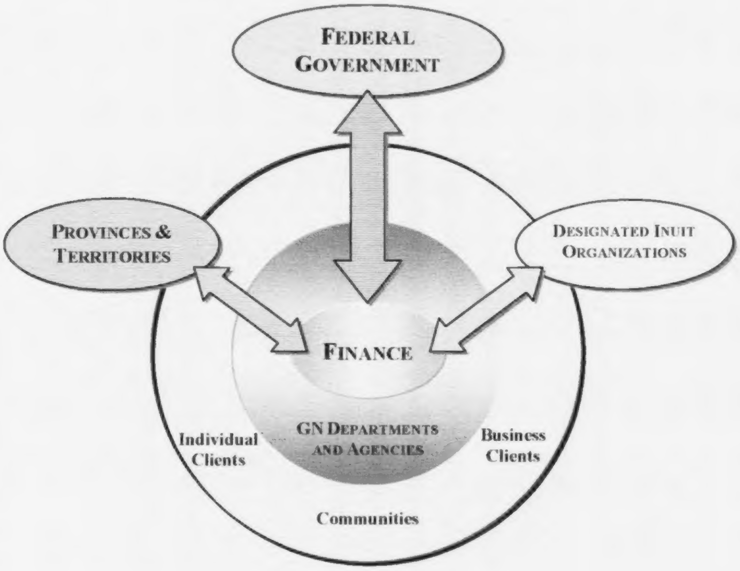
In 2011-2012, the price of oil will continue to be a significant cost pressure on the Government of Nunavut. A large share of the budget will continue to be allocated, directly and indirectly, to purchasing a significant proportion of the oil that is consumed in Nunavut. The price of oil continues to be a significant factor in the long term fiscal planning based on the volatility of its pricing on the world market.

To mitigate the uncertainty of volatile pricing caused by fluctuations in the world market supply, Petroleum Products Division successfully implemented an early purchase initiative of Ultra Low Sulphur Diesel and Gasoline in the 2009 resupply season. Pre-purchasing Premium Gasoline this year did cost more than if it was purchased throughout the sealift season as the purchase happened to take place at a time when the gas price was near the upper end of its range for the season. How much more is debatable and dependant on the assumptions used. Lower pricing is, however, not the only reason for the gasoline pre-purchasing. Nunavut buys winter formulated gasoline, which is more difficult to obtain during the regular sealift season. As of the fall of 2010, the cost of oil had stabilized in the $70/80 U.S. per barrel range but experts are divided on how soon the markets will return to normal. This range is likely to persist if world economic news does not turn increasingly positive. Any positive news has been causing prices to spike upwards, but eventually the reality of high supplies usually results in prices dropping back down. Petroleum tank farm infrastructure is required to comply with the most recent environmental protection regulations.

Financial Resources

Understanding the operating environment of the Department of Finance necessitates identifying and recognizing the stakeholders and partners. These organizations include the federal government, provinces and other territories, designated Inuit organizations, communities, GN departments and agencies and most importantly, Nunavummiut.

STAKEHOLDERS AND PARTNERS



The Government of Nunavut must continue its work to strengthen financial management, in part through the Multi-Year Comprehensive Funding Arrangement for Strengthening Financial Management and Networking Capacity with the Government of Canada. The funding under this arrangement focuses on improving network capacity across the GN, completing the Financial Administration and Procedures Manuals, creating a Financial Training Manual for Program Managers, further improving our financial reporting through the Public Accounts, and streamlining the financial systems.

The management of fiscal resources is linked to the availability of human resources. Training of Nunavummiut for future technical jobs in the field of finance, as well as the recruitment of technical personnel from other parts of Canada, have been identified as essential to the development of Nunavut.

Clarity is required on the relationship with the public agencies of the Government of Nunavut. This is being addressed through the introduction of new agreements, including comprehensive Memorandums of Understanding, coupled with policy-driven annual expectation letters to elevate the relationships with public agencies to a new level.

Over 90% of public funds in Nunavut are currently generated from the federal government either in the form of an unconditional grant or from a number of transfers for specific purposes. Federal spending restraint may well translate into pressure on the GN on these transfers, which will require renegotiation by 2013, while the federal government is in a deficit. The balance, own source revenue, is the result of internal efforts to raise funds through specific taxes, such as income taxes, and through general levies for specific services.The GN will operate under challenging fiscal and economic conditions in 2011-12. Private forecasters expect Nunavut's real economic growth to decelerate, from 13 percent in 2010 to 3 percent in 2011 and 2 percent in 2012, particularly as the initial boost to output from the start-up of the Meadowbank gold mine passes. Nunavut's rate of growth between 1999 and the recent global recession averaged 4 to 5 percent, higher than the 2 to 3 percent for Canada as a whole, suggesting 2011 and 2012 will be at best steady but unimpressive years economically.

The GN's fiscal arrangements should remain valid and grow slowly over the next few years, at least partially insulating the territory's economy from the lagging global recovery, and providing a steady if limited amount of fiscal room for government operations. Extraordinary spending to complete social-housing projects will present one major fiscal challenge in 2011-12, as will the fiscal sustainability of major entitlement programs and subsidies in the longer term. Nunavut's private sector is particularly vulnerable due to its intensive need for credit and capital to maintain its daily operations.

Housing

The first ever Nunavut wide Housing Needs Survey was commissioned by the Nunavut Housing Corporation in 2009. The survey included all residential dwellings, such as public housing, staff housing, other rental housing and privately owned housing.

Its initial findings, released in October 2010 revealed details of a known shortage of housing for Nunavummiut:

- 35 % of Nunavut homes are overcrowded;
- 23% of Nunavut homes are in need of major repairs;

- Approximately 4% of the population (1,220 individuals) is "homeless" - living temporarily in another person's dwelling.

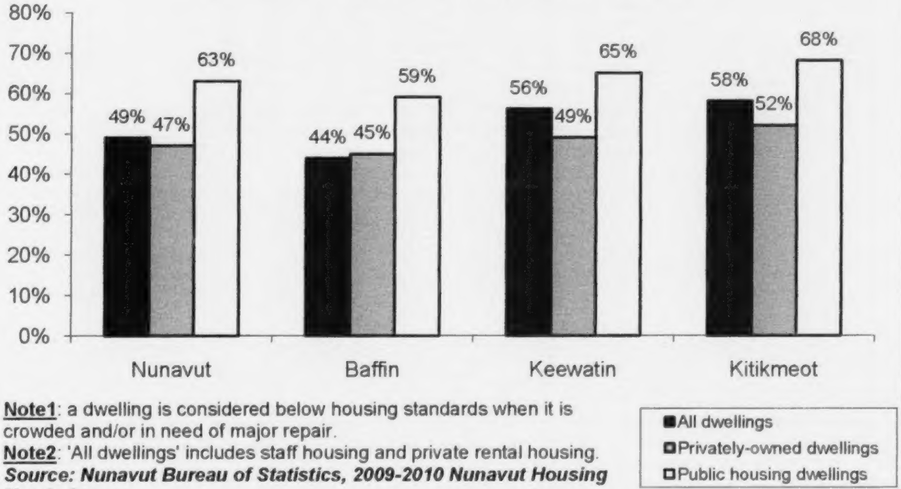
There are 9,400 dwellings in the 25 communities in Nunavut, of which 8,550 dwellings were occupied by usual residents. The remaining 850 dwellings were unoccupied or occupied temporarily by persons who considered their usual home elsewhere.

Of the dwellings occupied by usual residents:

- 4,400 or 51% are public housing units
- 1,880 or 22% are privately-owned dwellings
- 1,350 or 16% are government staff housing
- 930 or 11% were other types of rental housing

The survey found that almost half of occupied dwellings were below housing standards, meaning they were either crowded or in need of major repair or a combination of both.

- 63% of Public Housing units were found to be below housing standards;
- 47% of homeowner units were reported to be below housing standards;
- 22% of Government staff housing and 26% of other dwellings were deemed to be below housing standards.



Proportion of dwellings below housing standards by selected housing tenure, Nunavut and regions, 2009-2010

Note1: a dwelling is considered below housing standards when it is crowded and/or in need of major repair.
Note2: 'All dwellings' includes staff housing and private rental housing.
Source: Nunavut Bureau of Statistics, 2009-2010 Nunavut Housing Needs Survey

Governance

Nunavut Land Claims Agreement

In 1993, the Inuit of Nunavut signed the *Nunavut Land Claims Agreement* (NLCA), which the Government of Nunavut remains committed to implementing fully. Effective implementation of this important agreement requires a close working relationship with Nunavut Tunngavik Incorporated (NTI), the Regional Inuit Organizations, and many other stakeholder groups.

The Government of Nunavut must work with NTI and Indian & Northern Affairs Canada to implement the recommendations of conciliator Thomas Berger for a new contract to implement the NLCA. Working closely with NTI, the aim is to obtain a renewed contract for the period 2003–2013 to fund the implementation obligations of the NLCA, including Article 23, which requires Inuit employment within government. Implementation of Article 23 is critical if the Territory is to meet the challenge of enabling and expanding participation of NLCA beneficiaries in the economy. It will also enhance the service provided by government and its responsiveness to the public it serves.

Consensus Government

A consensus government requires broad support for measures it proposes. The Premier and Ministers are required to take into account and respond to Members' concerns as they work through the legislative and budget processes. The system blends the principles of parliamentary democracy with the Inuit societal values of maximum cooperation, effective use of leadership resources and common accountability.

While elected officials work within a consensus system, the model used for Nunavut's public service is based primarily on the management structure found in the governments of the other northern territories and provinces. All departments will need to collaborate to balance consensus government with these existing systems of public administration. More work remains to be done to expand consensus models into the public service, where appropriate.

Intergovernmental Relations

Compared with 30 years ago and over the past 10 years, Nunavut is much more "connected" today with the rest of Canada and the world. Since the creation of Nunavut and the Government of Nunavut in 1999, the scope and pace of these interactions have been expanding exponentially.

It is important that Nunavut seize the opportunity to contribute to the development of national and international policies, especially in areas where our territory and its citizens have a unique interest or insight. The Government of Nunavut will need to prioritize the growing interactions and relations with other governments and organizations within Canada and beyond.

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Nunavut

Inuit Employment Plan

INUIT EMPLOYMENT PLAN

Introduction

The Government of Nunavut since its beginnings has dedicated itself to achieving a representative qualified workforce. With the guidance of Article 23 of the *Nunavut Land Claims Agreement* (NLCA) the barriers that prevent Inuit from getting jobs in the Government have consistently been identified.

Progress has occurred by creating and enhancing opportunities for Inuit employment resulting in an achievement of a 45% increase in Inuit employees (on March 31, 2001 there were only 943 beneficiary employees compared to 1,369 employees on June 30, 2010). The key has been identifying understandable, efficient, and practical tools to facilitate increased Inuit hire by all departments and agencies.

In order to promote Inuit hire we have looked to the Inuit values of resourcefulness and self-reliance, we encourage a cross-cultural/technological workforce where one foot step is in the traditions and lifestyle that has existed for thousands of years and the other step reaches to the new technologies changing by the second and there is no break in stride between.

Our workforce comes from many cultures and works collectively towards the creation of a representative workforce in the spirit of Tamapta and building our future together.

The following table is a snapshot of the public service as of June 30, 2010, by occupational category:

June 30, 2010	Total Positions				Beneficiaries	
	Total Positions	**Vacancies**	**Filled**	**% Capacity**	**Hired**	**% IEP**
Executive	36.0	5.0	31.0	86%	13.0	42%
Senior Management	152.0	29.0	123.0	81%	29.0	24%
Middle Management	430.0	86.0	344.0	80%	96.0	28%
Professional	1202.8	257.8	945.0	79%	233.0	25%
Paraprofessional	1328.8	336.2	992.6	75%	680.7	69%
Administrative Support	482.7	133.6	349.1	72%	317.6	91%
TOTALS	**3632.2**	**847.5**	**2784.7**	**77%**	**1369.3**	**49%**

Note: The table reports on established positions of all departments, the Nunavut Housing Corporation, Nunavut Arctic College and the Office of the Legislative Assembly. It does not report on casuals, the Qulliq Energy Corporation positions, the 28 Ministerial and Commissioner of Nunavut positions, 16 Sivuliqtiksat intern positions and third party funded positions in the Nunavut Arctic College.

Having an increasingly representative workforce creates a culturally aware and sensitive environment where Inuit values thrive, take root, and drive the legislative, policy, and service operations of government. In such an environment the use of Inuit language grows as the proportional representation more uniformly reflects Nunavut both community by community and classification level by classification level. Language is the vehicle of culture maintaining its accurate form and structure. The increase of language use has allowed for the strengthening of first language speakers while encouraging second language speakers to progress in their study and practice and make Nunavummiut feel comfortable and accommodated when accessing government services.

Barriers to Inuit hire are complex but are countered with optimism that the challenges can be overcome as childcare spaces increase, over-inflated and unnecessary job requirements are removed, greater recognition is given to comparable experience and qualifications, and more training and mentorship is provided in the workplace. In addition, the reasons for non-retention are not always negative as qualified and talented employees leave our employment with solid expertise and confidence to take on political careers or join the ranks of Nunavut non-governmental or private-sector organizations and businesses that have been growing both in numbers and capacity.

Human Resources has taken a developmental role in encouraging representation through promoting higher education and partnerships with excellent university and technical providers. These partnerships bring the best in technical training and internship with programs aimed at meeting the unique challenges and accessibility needs of Nunavut and incorporating to the highest degree possible training and mentorship reflecting Inuit Values.

Government Wide Plan

This section of the Business Plan will describe some of the Government of Nunavut initiatives undertaken towards achieving a representative workforce. These initiatives have been grouped into the following areas:

- Pre-employment Initiatives
- Employee Support
- Specific Departmental Initiatives

Carrying out these initiatives across the departments, boards, and agencies will result in the Government of Nunavut achieving its interim target of 53% by March 31, 2012. The following table identifies the interim targets by occupational category (see chart on next page).

March 31, 2012	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	35.0	1.0	34.0	97%	13.0	38%
Senior Mgmt	150.0	7.0	143.0	95%	37.0	26%
Middle Mgmt	454.5	66.0	388.5	85%	115.0	30%
Professional	1353.3	239.5	1113.8	82%	329.0	30%
Paraprofessional	1455.8	287.0	1168.8	80%	828.1	71%
Administrative Support	537.0	69.0	468.0	87%	438.4	94%
TOTALS	**3985.6**	**669.5**	**3316.1**	**83%**	**1760.5**	**53%**

Note: The table reflects funded positions of all departments, the Nunavut Housing Corporation, Nunavut Arctic College and the Office of the Legislative Assembly. It does not report on the Qulliq Energy Corporation positions, the 28 Ministerial and Commissioner of Nunavut position, 16 Sivuliqtiksat intern positions and third party funded positions in the Nunavut Arctic College.

Pre-employment Initiatives

Priority Hiring Policy

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to NLCA beneficiaries. Those beneficiaries who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards and agencies.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program is available to all secondary and post secondary students living in Nunavut and studying in or outside Nunavut. This program is designed to provide opportunities for students to explore different types of work and is an integral part of the development of Nunavummiut youth to gain practical and meaningful working experience in the public service.

Casual Employment

The Government of Nunavut uses casual employment opportunities as a way to provide experience and training to employees who may be interested in full time indeterminate positions. In addition, full time casual employment is provided for students who are required to complete a practicum or who have a break from school.

Sivuliqtiksat Internship Program

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for beneficiaries to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional and paraprofessional occupational categories. The Government of Nunavut supports a total of 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges and individual learning plans are components of the program.

Scholarships

The Government of Nunavut provides various scholarships to students pursuing higher education in both secondary and post secondary levels such as the scholarship for Technical Professional Studies or the High Achiever Computer Award for High School students through the Department of Community and Government Services. The Department of Education has compiled a list of which organizations, departments, institutions, business and others in Nunavut who are providing scholarships and awards to Nunavut Students so that interested students will know where and how to apply for funds to assist in their studies. This list will assist Nunavut students on better accessing much needed resources.

Kindergarten to Grade 12

The Education School Curriculum has been revised to emphasize cultural relevance and academic excellence and support the teaching and learning of Inuktitut in all its forms.

Piqqusilirivvik

The Government of Nunavut is establishing Piqqusilirivvik – an Inuit Cultural School, to foster traditional culture, promote and strengthen the traditional language and teach Inuit heritage and customs. The vision of Piqqusilirivvik provides a system that allows for the transfer of traditional culture, heritage, lifestyle and values taught in the traditional language and based on Inuit Qaujimajatuqangit principles.

Financial Assistance for Nunavut Students (FANS)

The Government of Nunavut demonstrates its commitment to further education by providing financial assistance to Nunavut students who are pursuing further education.

Nunavut Arctic College Programs

The Government of Nunavut, through Nunavut Arctic College continues to provide programs for higher learning. In partnership with other Government of Nunavut departments, Nunavut Arctic College has successfully delivered training programs that have resulted in employment opportunities for beneficiaries while successfully addressing a capacity gap within the public service such as the Nunavut Teacher Education Program and the Nunavut Nursing Program.

Promoting Employment Opportunities

The Government of Nunavut promotes employment opportunities by attending career fairs, trade shows and visiting high schools in the communities. An "Inuit in Nursing" campaign celebrating the success of Inuit working as Registered Nurses will be delivered to encourage Nunavummiut to consider a career in nursing. Recruitment videos have also been developed for specific occupations in the Government of Nunavut.

Employee Support

Training Opportunities

The Government of Nunavut encourages and supports employee training. A learning plan is used by employees, with the support of their supervisor, to identify areas for training and development. The Government of Nunavut provides a trainer's allowance to any employee who is in a position where they are training another employee through on-the-job training. To receive the trainer's allowance, a learning plan and a training agreement must be signed off by participants. It is a good way for the employer to demonstrate that it values the development of its employees.

The Department of Human Resources offers various learning and development opportunities including courses on Inuktitut (first and second language speakers), cultural orientation, computer literacy, financial management, supervisory skills, and human resources management. In addition, the department offers a Nunavut Advanced Management Diploma Program, which is a ten module program delivered in collaboration with Saint Mary's University, as well as the Financial Management Certification Program, which is comprised of six modules and reflect the current financial procedures used across the Government of Nunavut. Furthermore, the department offers a Human Resources Management Diploma Program, Administrative Professional Diploma Program, and Supervisory Diploma Program.

In 2009-2010, the Government of Nunavut established a specialized training fund to develop technical and job specific competencies through individualized training programs designed to address the unique learning needs associated with particular departments, divisions, or positions – each program is designed and delivered by the employing department/agency. The Department of Education is developing and implementing a training strategy for Career Development Officers with the plan to enhance the training strategy to include the Income Support Workers to equip them with the ability to counsel Income Support Recipients.

Internships

The Government of Nunavut has undertaken some internship programs that provide on the job training to beneficiary employees. These vary in length of time depending on the position and the skill level of the individual. This includes the Department of Finance interns as well as the Conservation Officer Training Program through the Department of Environment.

Mentorship

Employees across the Government of Nunavut are encouraged to use mentors. Mentors for example are provided to nurses graduating from the Nunavut Nursing Program. The Government of Nunavut has an agreement with the Canadian Executive Service Organization (CESO) to provide Volunteer Advisors on an as needed basis.

Orientation

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. More specific orientations are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Qaujimajatuqangit principles, traditional Inuit activities etc.

Education Leave

The Government of Nunavut supports its employees to continually improve their skills. The Education Leave directive in place allows employees to take leave for educational pursuits. This provides employees with the opportunity to take advantage of external training. Employees must be in indeterminate positions and have been employed at least 3 years before they can apply for education leave. Education leave can be approved for short or long term, and with or without financial assistance.

Specific Departmental Initiatives

All of the Government of Nunavut's departments and agencies utilize the tools detailed above to increase Inuit employment. However, each retains a level of autonomy to develop their own tools and initiatives to further Inuit employment to meet their respective needs. The following is a summary of these initiatives broken down by department.

Department of Executive and Intergovernmental Affairs

The department will participate directly in two government wide Inuit employment initiatives, the Labour Force Analysis and the Communications Strategy.

Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) will analyze and disseminate Statistics Canada data on Nunavut's labour force. A monthly report is produced on the latest data available from Statistics Canada's labour force survey detailing employment statistics in Nunavut. The Labour Force survey tracks employment by Inuit and non-Inuit in the 10 largest communities.

EIA Communications is the central agency for providing communications support to the line departments and government wide coordination. The division will assist the Department of Human Resources in the development of a communication strategy on the implementation of the Government of Nunavut Inuit Employment Plan. It will study the current structure and protocols for communications work and make recommendations for changes, to work towards the goal of creating a two-way dialogue between the government and the public.

In addition to participating in government wide initiatives, the department will continue its own efforts to increase beneficiary employment, especially for management categories.

- A Government Liaison Officer will be the public's central point-of-contact with our government. These individuals will ensure that government services can be more easily accessed in every community. The demands of these positions will require that they are staffed primarily by local beneficiaries.

- The Inuit Language Protection Act and the Official Languages Act will require significant increases in the ability of staff to use the Inuit Language in the workplace. As part of its commitment to building capacity amongst senior management, the department will make first-language and second-language Inuit Language training available to all departmental employees and to executive management from across the Government of Nunavut.

- The department will closely re-examine all of its job descriptions before staffing positions -- with the involvement of the entire Senior Management Committee and the Inuit Qaujimajatuqangit Coordinator. The job descriptions will be reviewed to ensure that they do not contain inflated educational or experience requirements and to ensure that services can be delivered in the appropriate languages at all levels.

Department of Finance

The department has a number of initiatives that will increase Inuit employment, which include:

- Hiring beneficiaries through the Summer Student Employment Program, so that students can determine if a career in finance fits their career aspirations and to develop their workplace skills;
- Hiring beneficiaries as casual employees to provide them with an opportunity to experience first-hand what a career in finance could be and if they would like to pursue a career path in this area;
- Identifying high potential beneficiaries and "streaming" them into an intern position; and
- Attending high school career fairs to raise the visibility of a career in finance.

Department of Human Resources
The Department of Human Resources recently completed a review of it structure and core functions and is currently implementing an organizational foundation that will enable it to build a progressive Human Resources Department that effectively and efficiently provides services to client departments. As a result the department has revitalized internal Inuit Employment Planning efforts and will integrate Inuit employment as a priority for every division by shifting focus and resources from a single Inuit employment planning division to all divisions. This will effectively transition the department from monitoring Inuit Employment numbers to developing tools, approaches to assist GN departments, boards, and agencies in making representative government a reality. Additionally, the department will establish an Inuit Employment Steering Committee. The purpose of this committee will be to provide leadership and guidance to the Department of Human Resources and other government departments regarding Inuit employment planning. The Committee will report directly to the Deputy Minister of Human Resources will work with other government departments to utilize the GN business planning cycle as the main IEP planning process over the three year expenditure forecast period. As a result of the reorganization there is more opportunity to develop Inuit staff through leadership development, succession planning and mentoring.

Other Departmental initiatives include:
- Accessing government-wide initiatives such as the Summer Student Employment Equity program and the Sivuliqtiksat program.
- Participating in training and development programs that will develop and enhance skill sets.
- Offering term positions when filling vacant positions if beneficiary candidates are not successful in the recruitment process.
- Encouraging beneficiaries to apply for internship positions.
- Creating a learning environment that focuses on career progression and staff development of current employees.
- Providing on the job training, including the use of training plans, reassignment of duties and providing opportunities to cross train among various positions in the department.

Department of Justice
In the 2011-12 fiscal year, the Department of Justice will be participating in two GN wide initiatives and several complementary department-specific initiatives to work towards achieving an average of 51% Inuit representation by 2012.

Working with the Department of Human Resources, the Department of Justice currently supports the development of three *Sivuliqtiksat* interns into management positions. They will be working towards completing their learning plans to assume their targeted Middle and Senior Management duties and responsibilities.

In the meantime, we will continue to apply for Sivuliqtiksat positions as they become available, and have already targeted two positions that we are hoping to fill with Sivuliqtiksat Interns.

The second GN wide initiative that we are participating in is the Inuit Employment Plan for the Government of Nunavut that will be active from 2010 to 2013. This plan will be developed collaboratively with input from all departments. The role of the Department of Justice will be spearheaded by the Corporate Services Division, working with each of the Senior Managers.

Each and every summer the department participates in the Summer Student Employment Equity Program. We routinely hire 10-12 students into positions that allow them to see the type of work our department does and that experience helps them determine if they would like to pursue a career in a Justice-related field. This summer the department will continue with this initiative.

There are two pieces of legislation that will have an impact on initiatives that promote Inuit Employment and those are the recently passed Inuit Language Protection Act (ILPA) and a new Public Service Act that is currently being worked on. To meet the requirements of the ILPA, the Department of Justice has built a business case to request four new positions that are specifically Inuktitut in one way or another. The new Public Service Act (PSA) will incorporate Inuit societal values consistent with Article 23 of the Nunavut Land Claim Agreement. Both the Legislation and the Legal & Constitutional Law Divisions within the Department of Justice are working on the PSA through drafting the legislation and the regulations, as well as providing advice as particular issues arise.

There are several specific initiatives in the department, some new and some ongoing from previous years. They are as follows:

- **Streamlining the Priority Hiring Policy within our department**

  Throughout the Government of Nunavut, all departments have been given the responsibility to ensure that the Priority Hiring Policy is being adhered to. The Department of Justice will continue with ensuring that artificial barriers such as overly inflated education and experience requirements are not present when sending a position to competition with the following activities:

  - All job descriptions are reviewed by a special committee consisting of the Deputy Head, Assistant Deputy Minister and a Human Resources staff at bi-weekly meetings. This allows for third party review of the Knowledge, Skills and Abilities section of the job description. By having the job description reviewed by people who have not participated in writing the job description, the likelihood of overly inflated barriers making it to the competition stage is greatly reduced. This "fresh set of eyes" approach is very beneficial and has been quite useful in eliminating these barriers in the past years when the JDs were reviewed by the Senior Management Committee. New job descriptions will continue through the review process with the Senior Management Committee.
  - Specific training is required to ensure that all individuals involved in staffing decisions are aware of, and accurately apply, the Priority Hiring Policy. It has been mandated through the department that all employees sitting on hiring panels must have taken the "How to be a Panel Member" training offered through the Staffing Division of the Department of Human Resources. This ensures that

every hiring panel is educated on their responsibility as a panel member, and will contribute to better IEP hiring practices within our department.

- **Invest in human capital to improve effectiveness of the workforce**
  - The department currently has a trainee who is funded internally through the departmental budget. The position of Manager, Financial Services currently has a trainee who is learning the position and will be appointed upon the successful completion of the learning plan.
  - The performance review process will continue this fiscal year. Once the review is completed, a training plan and a work plan will be developed for each employee. This will eliminate any lack of direction that the employee has, and will continue to ensure that the employee has the skills required to perform the duties of their position
  - The department has formed a partnership with the Canadian Executive Service Organization (CESO) to provide individual mentors to six staff who have a high potential. These CESO mentors are building managerial capacity in our employees by enhancing skills, competencies and knowledge necessary for effective governance; supporting the development of policies and procedures that improve effective governance and respect for the centrality of tradition and culture; and are helping our staff to build strategic leadership capacity that focuses on the needs of communities and community members.
  - The CESO organization will also be utilized to provide a talent identification and development program to employees within our department.
  - To benefit the divisions that primarily deal with legal matters (Legal Registries, Legislation, and Legal & Constitutional Law), a Legal Assistant program is being sought out to develop administrative staff into paraprofessionals. The ultimate goal will be to develop employees to have the skills of a paralegal. The participants will also receive support from the CESO organization, either through individual mentors or by group training and support sessions.

- **Promote the Corrections Division as an employer to recruit Inuit staff**

The department continues to be faced with the challenge of recruiting Inuit in this Territory's highly competitive labour market. One of the problems facing the department, as well as the rest of the government, is to attract Inuit who do not necessarily see the public service as a career of choice. An additional challenge to the Department of Justice is recruiting Inuit to work in the territorial capital where most of our correctional institutions are currently located. In order to overcome these challenges we are taking on the following initiatives:

- Various Corrections staff will visit high schools, job fairs and trade shows to educate students and the public about possible careers in Justice, and specifically the healing role that our corrections staff plays in the rehabilitation of offenders. By promoting this division to youth, it will entice them to at least consider a career in Corrections, and even encourage them to obtain post-secondary training in areas related to Corrections. Ultimately, this will begin to build future employees for the Corrections division and the department as a whole.

  - Active and regular recruitment of employees for positions within the correctional facilities through an open ad for causal employment. Through this means employees can gain experience in our facilities' and when a position becomes available, they will have the skills to win the competition. Also, they have an opportunity to see various career paths that are open to them within the Corrections Division and the department as a whole.
  - Lead a campaign directed at the communities of Nunavut to make them aware of positions within the Corrections Division. This includes sending job ads to the Hamlets for posting and distribution, making radio announcements and doing interviews to promote employment as a Correctional Officer or Youth Officer.

- **Foster and sustain an environment attractive to Inuit**

  The department realizes how important it is to foster and promote an environment that is attractive to Inuit individuals. Guided by Inuit Qaujimajatuqangit, the department will work towards providing employees with the direction and tools they need to perform the work of the organization to the very best of their ability. Actions to support staff include:

  - Illiniit, the departmental Inuit Qaujimajatuqangit committee, provides advice, direction, and assistance to the department on all matters involving the use of Inuktitut in the workplace, the incorporation of Inuit Qaujimajatuqangit into the department's programs and services and will offer various training and workshops. During this fiscal year the Illiniit Committee will be regrouping and opening its membership to new members, and two new initiatives will be undertaken this year. The committee is working on establishing a support network within the department for employees who are going through difficult times. Illiniit will also coordinate two Inuktitut as a First Language courses – they will coordinate a second offering of level one, as well as offering level 2 for the first time.
  - Foster a community spirit and a sense of belonging by offering employees the opportunity to become involved outside the formal workplace in a variety of recreational and volunteer activities. This is mainly done through IQ days developed and held by our Illiniit Committee. These IQ days have proven to be very successful as many employees participate in these cultural days, and continuously provide positive feedback.
  - Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training offered by the Department of Human Resources. This promotes understanding of the Inuit culture, which facilitates the use of IQ principles in the workplace.
  - Offer and encourage all supervisors and managers to take training that addresses such topics as cultural diversity, good management practices and coaching skills.

Their understanding of the benefits and rewards of a representative workforce helps create a supportive work environment that enhances the potential of all employees.

- Emphasize existing quality of work-life initiatives as effective practices that advance the interests of our workforce. These initiatives include programs such as adjustment of shift schedules to reflect the lifestyles of employees (flextime, compressed work weeks, and so on).
- Ensure that correctional facilities offer a safe and productive work environment. As employees spend a significant portion of their lives in the facilities' surroundings, keeping workspaces pleasant conveys a sense of pride and respect that helps keep employees on board.

- **Promote quality of work life as an integral part of daily operations**
  - The Department of Justice will be fostering initiatives that improve the quality of work life. As in other public services, several principal factors are driving changes in GN employee perceptions and the need to encourage quality of work initiatives and flexibilities. Some of these are:
    - The nature of work and the workplace are changing dramatically due to technology that produces vast amounts of data along with the ability to communicate more rapidly and at more levels than ever before;
    - Expectations of the workforce reflect generational and cultural differences in attitudes about work and careers;
    - Managers are asked to focus on the work team's ability to respond to changing circumstances and workload requirements;
    - Managers are asked to view employees as human capital with a corresponding investment in employee growth and development.
    - Leadership is taking forms other than the classic supervisory and management functions. This will include mentoring and encouraging employees to learn and develop their skills.

In the face of these influencing factors, the department will:

- Research options to effectively compete with other employers in Nunavut for representative workers. This might include flexible work arrangements, support and services for childcare and eldercare, benefits tailored to meet employees' needs and a safe and healthy work environment.
- Recognize success. We will identify and reward those who contribute to building and maintaining a representative, high-quality workforce, ultimately resulting in better service to the public.
- The Department will ensure that the use of all of Nunavut's languages is encouraged in the workplace. Traditionally, some individuals have been hesitant to speak the Inuit language in the workplace – its use will be actively encouraged by supervisors.

- Approximately every quarter we hold a Welcoming Gathering where we introduce new employees and welcome them to our Department. It is a time for people to get to know each other and make the workplace an inviting place to be.

Department of Culture, Languages, Elders and Youth

The Department of Culture, Language, Elders and Youth is committed to achieving a representative level of Inuit employment. Due to the very nature of the department's mandate, many of the positions dictate that Inuit language speaking employees fill the positions. This increases the probabilities of hiring beneficiaries. This is especially true in the Official Languages Branch, the Inuit Qaujimajatuqangit Division, the Elders and Youth Division, Taiguusiliuqtiit and Piqqusilirivvik.

In regards to the other remaining divisions (Corporate Services, Sport and Recreation, Culture and Heritage, and Policy and Planning) within the Department, the use of GN wide programs such as Sivuliqtiksat, Mentorship and Job Training initiatives will be fully utilized to ensure that entry level personnel have the opportunity to advance in the workplace.

The department is involved in various initiatives that focus on increasing Inuit employment within the department:

- The hiring of beneficiaries into vacant positions.
- Reviewing all old and new job descriptions to remove systemic barriers.
- Working with Elder Advisors in the workplace.
- Implementing the Inuit Language Protection Act and the Official Languages Act.
- Establishing Taiguusiliuqtiit.
- Development of Piqqusilirivvik programs and the hiring of staff.
- The promotion of professional development, training and mentorship.

Department of Education

The Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional (target: 62% beneficiaries; actual: 89%) and administrative support (target: 90% beneficiaries; actual: 97%) categories. However, before the department can increase its overall level of Inuit employment, significant progress will have to be made towards increasing the number of Inuit teachers (professional positions) and middle managers.

With this in mind, the department has developed the Qalattuq 10 year Teacher Education Strategy, in conjunction with Nunavut Arctic College, Nunavut Tunngavik Inc. and the Nunavut Teachers' Association. The strategy is designed to help address the current shortfall in the number of teachers who can teach in Inuit languages, as well as identifying new approaches to recruit, educate and retain more Inuit educators. With many Inuit teachers expected to retire over the next few years, increasing the number of Inuit teachers is expected to be a significant challenge. The strategy also provides training and certification opportunities for roles such as School Community Counselors and

Student Support Assistants. In order to meet the requirements of the new Education Act and the Inuit Language Protection Act and ensure the success of Bilingual Education, many more Inuit teachers will need to graduate from the Teacher Education Program in the near future.

The department is also leading government-wide IEP education initiatives in both the K-12 and adult post secondary systems. On the adult side, the Nunavut Adult Learning Strategy, Nunavut Community Skills Inventory System and the Nunavut Trade School are expected to improve adult education and employment opportunities for Inuit throughout Nunavut over the long term. Future success is dependent upon linking separate initiatives such as the government-wide IEP, the Nunavut Adult Learning Strategy, management internship and other professional development programs in order to avoid duplication and maximize return on investment. Within the K-12 system, new initiatives such as increasing high school program options are providing young adults with more career opportunities.

Other initiatives include the Educational Leadership program for teachers and principals in Nunavut. This program is mandatory for Nunavut principals and is open to teachers who are interested in the possibility of taking on a variety of leadership roles. This includes many Inuit educators. The Master in Education program, in partnership with the University of Prince Edward Island and St. Francis Xavier University recently graduated 21 Inuit participants. Many of these graduates remain employed with the department. It is hoped that their success will encourage other Inuit to complete the program. The program focuses on developing educational leadership with the hope that the department will retain these individuals in supervisory positions. The Masters program will be offered again in October 2010.

Other initiatives are underway in the department. A multi-year training strategy for Career Development Officers (CDOs) leading towards a Nunavut and possibly international certification, is currently being developed by the department and the Canadian Career Development

Department of Health and Social Services

The Department is committed to providing Nunavummiut with training and education opportunities in health and social services careers. In support of that commitment, the Department continues to work with Nunavut Arctic College by supporting and funding certificate, diploma and degree programs that lead to rewarding career opportunities in the health care and social services sector.

In addition, the Health and Social Services Careers Partnership Committee, which is co-chaired by the Deputy Minister of HSS and the President of Nunavut Arctic College, was implemented in 2009. This committee meets regularly in an effort to improve the delivery of health and social services training and education for Nunavummiut, with particular emphasis placed on efforts to support Inuit.

Programs planned for delivery in 2011-2012 include:

- Nunavut Nursing Baccalaureate program (Iqaluit)

- Human Services Diploma program – consisting of social work and alcohol and drug counselor streams (Cambridge Bay)
- Maternal Care Worker / Midwifery program (Cambridge Bay)
- Community Health Representative certificate program (Iqaluit and on-line based training)

The Department also provides funding support for the Foundation Studies program being offered by Nunavut Arctic College in Iqaluit and Cambridge Bay in 2011-2012. This program prepares students for enrollment in Nunavut Arctic College programs, primarily through studies in math, English and science.

A new "training ladders" initiative was also recently completed and implemented in collaboration with Nunavut Arctic College. This program will enable Inuit to achieve higher education levels at the diploma and degree level. Common course modules, course transferability and "step-in / step-out" options are elements being incorporated into current program delivery models.

Other proactive departmental efforts related to Inuit employment include:

- Providing employment for graduates of Nunavut Arctic College health and social services related training programs, such as nurses, midwives, mental health workers, community therapy assistants and home and community care workers
- Providing scholarships and bursaries for nursing students
- Providing a new bilingual counselor for Inuit nursing students
- Exam preparation/study skills workshops for Nunavut Nursing Program students writing the national Registered Nurse Examination
- Providing mentors for nurses graduating from the Nunavut Nursing Program
- As part of the implementation of the Nunavut Nursing Recruitment and Retention Strategy, an "Inuit in Nursing" campaign was implemented that celebrates the success of Inuit working as Registered Nurses. The campaign also encourages Nunavummiut to consider nursing as a career
- Providing mentoring support for new community therapy assistants
- A revamped flexible delivery format for Community Health Representatives who are working and living in communities across Nunavut
- Attending community career fairs to promote health and social services job opportunities

The Department is also finalizing a comprehensive human resources framework to guide the development of an overall *Health and Social Services Human Resources Strategy*. The Strategy, which will be implemented in 2011-2012, includes specific initiatives that are designed to further the recruitment, development and retention of Inuit employees.

Department of Environment

The department is committed to increasing Inuit employment and has developed a number of initiatives which include:

- The department sees summer/seasonal positions as an important gateway to further employment with the department. As much as possible, we fill these positions with beneficiaries of the NLCA. During the summer of 2010, 12 of the 18 filled summer/seasonal positions were staffed with beneficiaries.
- The Department of Environment established an in-house Conservation Officer Trainee Program to develop Inuit Conservation Officers.
- The first full cycle of the Conservation Officer Trainee Program has been completed and evaluated. The department is revising the program based on the evaluation, and intends to restart it in 2011-2012
- DOE has created and staffed a regional manager trainee position in the Kivalliq. On completion of training the beneficiary in this position will be able to assume the position of regional manager.
- Conservation officers regularly visit schools and attend career fairs to raise the visibility of a career in wildlife and environmental management.

Department of Community and Government Services
The department has identified means to help attract and retain Inuit staff.

Factors involved include the need for a strong appreciation and implementation of Inuit Societal Values in the workplace and matching these values with the business requirements of government. This focuses on promoting staff training and development, and linking employees and business requirements through work plans that are designed to prioritize service first. Identifying and catering to the needs of Nunavummiut should assist with this goal.

The department is committed to identifying intern positions that qualify under the Management Development Program that seeks to develop internship opportunities with support and funding by Department of Human Resources.

As a priority, the department has created four positions as an internal internship in our headquarters and regional offices and graduated four interns and one apprenticeship. The department is also participating with Career Trade Shows through Regional Chambers of Commerce travelling throughout Nunavut communities to promote jobs to Nunavut beneficiaries.

The department is also taking direct action to assist in addressing the need for more beneficiaries in technical and professional positions. A two-year Co-op program was funded and created through Nunavut Arctic College to train beneficiaries for informatics positions. This program has been extended for one cycle (two years) which will end in year 2011. Senior management made the commitment to extend the program for a further two years in efforts to improvement Inuit representation in the Government of Nunavut Informatics workforce, as at the time of completion of the Business Plan there are 20 vacancies in Informatics across the territory. Funding was identified from person years within Informatics that could not be staffed. A number of the vacant positions within Informatics will be deemed to be intern positions. Creating intern opportunities is to be supported with the development of a strong culture of coaching and mentoring and knowledge transfer by seasoned employees to assist the learning of interns in their growth into the work of the organization. During the interim, fifteen or more contractors will continue to assist Government Informatics to maintain operations.

Additionally, the department will work with senior officials at Department of Human Resources to ensure meaningful employment opportunities on a full time casual basis for each student's practicum. Students will have to achieve a minimum acceptable grade point average of 60% overall each year. Upon successful completion of the program of studies, a number of the certified students will be hired by the department. Two student placements will be held for interested candidates from Gjoa Haven and Igloolik (a total of four students). Upon successful completion, the desire is that one successful candidate will be hired in each Community (Gjoa Haven & Igloolik). The department will work with the Department of Education and High School Principals to identify candidates.

To complement the foregoing Inuit employment planning initiative, the department launched the Technical Professional Studies Scholarships to help to address priority capacity areas. The annual Technical/Professional Studies Scholarship is provided to high achieving students studying in the field of engineering, informatics, community planning, and business studies and college programs of fire fighting, training and prevention and land administration for which there is an ongoing need for accredited and trained staff. This is to encourage students to stay in school to completion. The Computer Award Program has been delivered for the past six (6) years and it is hoped that in conjunction with Department of Education officials and the foregoing programs the Government of Nunavut will see an early awareness of career opportunities that hold potential for Inuit staff in Informatics Services and other professional and technical fields.

We are also identifying opportunities for on-the-job training and mentoring of existing staff. We will also provide annual scholarships to high achieving students studying in areas for which there is high need for staff. This is to encourage students to stay in school to completion and to supplement their training with experience. To assist in coordinating these training related initiatives, the department created a Departmental Training Committee. This committee is responsible for the development of an internal training program for the department. This will be achieved by a prioritization of departmental needs in conjunction with training programs available. From there, funds will be identified to facilitate training participation. The committee will report through its members to each division to ensure identified training is consistent with departmental needs as well as Government of Nunavut policies and Article 23 of the Nunavut Land Claims Agreement. Success in this strategy will also depend on an internal culture of coaching and mentoring by seasoned staff to assist newly trained staff with applying their new knowledge to the work of the department.

The department recognizes achievement of Article 23 will take time and deliberate action to ensure successful, long-term employees represent the demographics of Nunavut.

Department of Economic Development and Transportation
The department has developed the following initiatives and activities to increase Inuit employment:

- employing summer students to provide valuable work experience to youth for future employment endeavors; six Inuit summer students were employed in 2010-2011
- mentoring and training beneficiaries through on-job-training as well through casual employment opportunities
- ensuring that there is an Inuit language speaking departmental representative on screening & hiring panels
- employing the assistance of Canadian Executive Services Organization for mentoring and development of beneficiary senior managers
- implementing a mandatory Performance Management Program to engage and empower employees
- continue to develop and submit proposals for Sivuliqtiksat Internships through the Department of Human Resources; three interns graduated in 2010-2011, and in 2011-2012 the department will work to return to the target of three active internships.

2011-2014

Core Business
of
Departments and Agencies

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Nunavut

Office of the
Legislative
Assembly

Business
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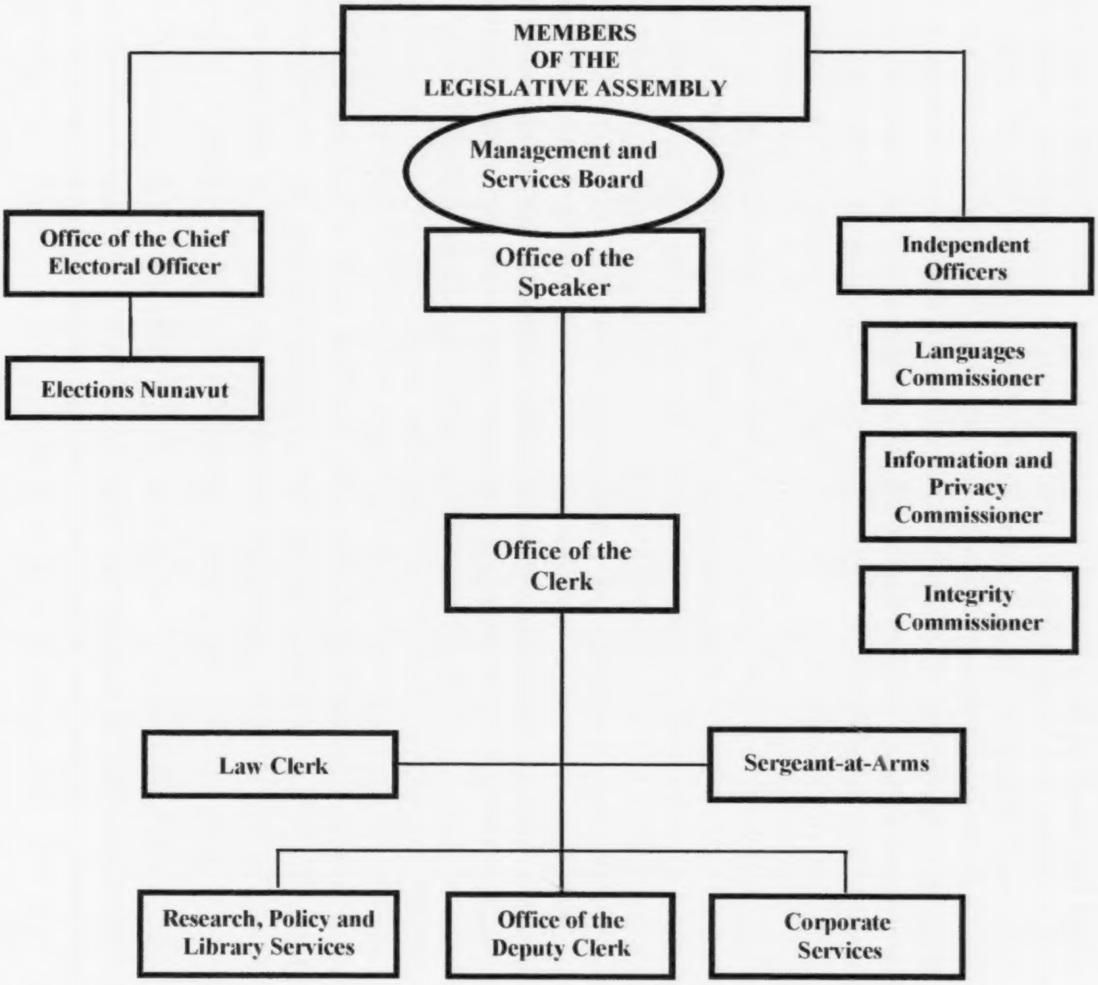
Figure 1

The Organization and Independent Officers of

THE LEGISLATIVE ASSEMBLY OF NUNAVUT


MEMBERS OF THE LEGISLATIVE ASSEMBLY
Management and Services Board
Office of the Chief Electoral Officer
Elections Nunavut
Office of the Speaker
Independent Officers
Languages Commissioner
Information and Privacy Commissioner
Integrity Commissioner
Office of the Clerk
Law Clerk
Sergeant-at-Arms
Research, Policy and Library Services
Office of the Deputy Clerk
Corporate Services

CORE BUSINESS

The Office of the Legislative Assembly focuses on the following lines of core business:

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-14**
Assembly Operations	**6,747**	7,058	7,058	7,058
Expenditures on Behalf of Members	**6,126**	7,552	7,515	7,601
Support to Independent Officers of the Legislative Assembly	**2,635**	2,325	2,325	3,675
TOTAL	**15,508**	**16,935**	**16,898**	**18,334**

Assembly Operations

Canada's Westminster system of parliamentary democracy requires a rigorous separation of powers between the legislative, executive and judicial branches of government. Fostering effective and collegial working relationships with the executive branch of government, while ensuring the independence of the Legislative Assembly, is essential. Nunavut's consensus style of governance calls upon us to serve Members in a manner that respects the character of the institution. We acknowledge that, by its very nature, the Legislative Assembly is a political arena in which diverse positions and perspectives are articulated.

The operations of the Office of the Legislative Assembly are established pursuant to the *Legislative Assembly and Executive Council Act*. This line of business supports the primary purpose of the Assembly - a functional legislative process. Consistent with the governance traditions of Northern Canada and established principles of parliamentary democracy, we work to ensure that the business of the House is conducted in compliance with the *Rules of the Legislative Assembly*, the *Legislative Assembly and Executive Council Act* and certain statutory requirements of the *Nunavut Act*. We provide support to the Office of the Speaker and Members in the Chamber, committees, caucuses and constituencies.

The Standing and Special Committees of the Legislative Assembly fulfill important functions in the legislative process. The review of proposed legislation ensures that Bills are scrutinized before becoming law. Public hearings provide an opportunity for individuals and organizations to express their views and concerns on matters of public policy.

Committees perform an oversight function with respect to departmental expenditures and initiatives and can undertake detailed examinations of different subject areas. Caucus meetings allow Members to address matters related to the scheduling of House business, in addition to other issues that arise. Members are a direct link in their constituencies between Nunavummiut and their government. Members advocate for the needs of their communities and articulate the concerns and aspirations of their constituents.

Objectives

- To provide quality support to the Management and Services Board, the Speaker and Members of the Legislative Assembly in the conduct of their duties as Nunavut's elected representatives;
- To ensure that the legislative process is conducted in accordance with our statutory and procedural authorities; and
- To provide the public with information regarding House and committee proceedings.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Office of the Clerk		**1,085**	**1,088**	**1,088**	**1,088**

- The provision of advice and support to the Speaker, Members, Caucus and Committee Chairs on matters of parliamentary procedure and privilege;
- The maintenance of the papers and records of the Legislative Assembly;
- The co-ordination of Committee and Caucus scheduling and meetings of the Legislative Assembly;
- The protection of the dignity and decorum of the House by the Sergeant-at-Arms; and
- The provision of a safe, aesthetically pleasing and culturally appropriate working environment for Members and Assembly employees.

Office of the Speaker		**135**	**443**	**443**	**443**

- Support to the Office of the Speaker in the execution of the office-holder's duties as the official representative of the Legislative Assembly and Chair of the Management and Services Board; and
- Support to the Office of the Speaker with respect to Nunavut's participation in national and international events of the Commonwealth Parliamentary Association.

Sessional Administration	**1,800**	**1,800**	**1,800**	**1,800**

- The production of Hansard;
- The holding of sittings of the House;
- The provision of the services of the Law Clerk and Parliamentary Counsel; and
- The provision of interpretation and translation services for Chamber and caucus proceedings.

Standing and Special Committee Administration	**600**	**600**	**600**	**600**

- The provision of interpretation and translation services for Standing and Special Committee proceedings; and
- The holding of committee meetings, public hearings and community consultations.

Research, Policy and Library Services	**871**	**871**	**871**	**871**

- The provision of research services for individual Members, the Management and Services Board, Standing and Special Committees and the Office of the Clerk;
- The preparation of committee correspondence, reports, news releases and other documents;
- The preparation of correspondence, reports and other documents for the Office of the Legislative Assembly; and
- The provision of information and reference services by the Nunavut Legislative Library to Members, Assembly staff, Government of Nunavut departments and other clients.

Public Affairs	**100**	**100**	**100**	**100**

- The administration of the Legislative Assembly website www.assembly.nu.ca;
- The administration of the Legislative Assembly's TV broadcasting system;
- The promotion of the Legislative Assembly through the public tour program and the production of information materials and brochures;
- The administration of the Legislative Assembly Page Program;
- The administration of the Youth Parliament;
- The planning and hosting of special events, ceremonies and unveilings;
- The co-ordination of the Assembly's art collection development strategy; and
- The management of liaison with northern and national media organizations.

Corporate Services	**2,156**	**2,156**	**2,156**	**2,156**

- The administration of the financial management and human resources functions of the Office of the Legislative Assembly;
- The administration of Members' indemnities, allowances and benefits;
- The administration of retiring allowances for Members;
- The delivery of specialized Members' services in the area of constituency office operations, sessional and committee travel support;
- The management of the Legislative Assembly Precinct and tangible assets;
- The provision of information technology support to the Office of the Legislative Assembly, Members' constituency offices and Regular Members' capital offices; and
- The provision of training to Members' constituency assistants in Legislative Assembly policies and procedures.

Total, Assembly Operations	**6,747**	**7,058**	**7,058**	**7,058**

Priorities (2010-11)

- Hosting the 3rd Speaker's Youth Parliament in November 2010.

  Status: *Successfully completed.*

- Providing secretariat support to the Order of Nunavut Advisory Council, as required under the *Order of Nunavut Act*, which comes into force in 2010.

  Status: *Ongoing. A public call for submissions for designs for the Medal to be awarded to recipients of the Order was undertaken in spring 2010 and the winning design was unveiled on July 9, 2010. Nominations for the Order will open prior to the end of the fiscal year.*

- Building the electronic repository of Government of Nunavut documents and providing internet access through the legislative library's online catalogue.
  Status: *Ongoing. The legislative library's catalogue is accessible to the public through the world wide web.*

- Hosting the 28th Canadian Presiding Officers' Conference in January 2011.

  Status: *Event scheduled to take place in January 2011.*

Priorities (2011-12)

- Initiate the *Our House to Your Home* Speaker's Community Tour Program.
- Support the Order of Nunavut Advisory Council in its planning for the first investiture ceremony for members of the Order of Nunavut.

Priorities (2012-13)

- Commence the statutorily-required three-year review of the *Education Act*.
- Host the 33rd Annual Conference of the Canadian Council of Public Accounts Committees in August 2012.
- Initiate planning for the 4th general election and orientation and program for the Members of the 4th Legislative Assembly of Nunavut.
- Host the 4th Speaker's Youth Parliament in November 2012.

Priorities (2013-2014)

- Undertake the orientation program for new Members of the 4th Legislative Assembly of Nunavut.

Expenditures on Behalf of Members

Nunavut's *Legislative Assembly and Executive Council Act* provides for a transparent system of remuneration for Members. It also provides for the necessary resources to be made available for the engagement of Members' constituency assistants and the operation of their constituency offices. The *Legislative Assembly Retiring Allowances Act* and *Supplementary Retiring Allowances Act* are under the jurisdiction of the Legislative Assembly.

Objectives

- To administer the indemnities, allowances and benefits that are provided for by our legislative authorities; and
- To ensure that the necessary resources are made available for Members' constituency operations.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Indemnity, Allowance and Constituency Administration	**6,126**	**7,552**	**7,515**	**7,601**

- Administer the payment of all indemnities, allowances and benefits due to Members;
- Administer the payment of all Members' constituency work expense claims and constituency assistant-related expenditures;
- Administer leasing and payment for all constituency offices;
- Administer the system of retiring allowances provided to Members; and
- Prepare, in co-operation with the Department of Justice, all regulations made by the Speaker on the approval of the Management and Services Board pursuant to the Legislative Assembly and Executive Council Act with respect to indemnities, allowances and benefits for Members.

Total, Expenditures on Behalf of Members	**6,125**	**7,552**	**7,515**	**7,601**

Priorities (2010-11)

- Meet all statutory tabling requirements for annual reports required under the *Legislative Assembly and Executive Council Act* and other statutes under the jurisdiction of the Legislative Assembly.

  Status: *Requirements being met on an ongoing basis.*

Priorities (2011-12)

- Meet all statutory tabling requirements for annual reports required under the *Legislative Assembly and Executive Council Act* and other statutes under the jurisdiction of the Legislative Assembly.

Priorities (2012-13)

- Meet all statutory tabling requirements for annual reports required under the *Legislative Assembly and Executive Council Act* and other statutes under the jurisdiction of the Legislative Assembly.

Priorities (2013-14)

- Meet all statutory tabling requirements for annual reports required under the *Legislative Assembly and Executive Council Act* and other statutes under the jurisdiction of the Legislative Assembly.

Support to Independent Officers of the Legislative Assembly

The Legislative Assembly recommends to the Commissioner of Nunavut the appointment of four independent officers:

1) The Integrity Commissioner, pursuant to the *Integrity Act*;
2) The Information and Privacy Commissioner, pursuant to the *Access to Information and Protection of Privacy Act*;
3) The Languages Commissioner, pursuant to the *Official Languages Act*; and
4) The Chief Electoral Officer, pursuant to the *Nunavut Elections Act*.

The budgets for the operation of these independent offices are provided through the annual appropriations of the Legislative Assembly. Independent officers are generally required to report to the Legislative Assembly on an annual basis. We work to support these offices, in varying degrees, to ensure the functional operation of their day-to-day activities and the successful completion of a variety of special projects, while ensuring that their independence is not violated. In addition, the Auditor General of Canada reports to the Legislative Assembly of Nunavut on the financial statements of the Government of Nunavut and other matters, pursuant to the *Nunavut Act*.

Objectives

- To provide support to the independent officers of the Legislative Assembly;
- To ensure that their annual reports are tabled in the Legislative Assembly; and
- To organize the appearances of independent officers before committees of the Legislative Assembly.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Support to Information and Privacy Commissioner		**40**	**40**	**40**	**40**

- Support the offices in the development and administration of their annual budgets;
- Facilitate the translation and production of a number of their annual reports and other documents;
- Collaborate in the development of websites and other initiatives; and
- Collaborate in the development of legislative initiatives that fall under the jurisdiction of the Legislative Assembly.

Support to Languages Commissioner	**1,281**	**1,371**	**1,371**	**1,371**

- Support the offices in the development and administration of their annual budgets;
- Facilitate the translation and production of a number of their annual reports and other documents;
- Collaborate in the development of websites and other initiatives; and
- Collaborate in the development of legislative initiatives that fall under the jurisdiction of the Legislative Assembly.

Support to Integrity Commissioner	**100**	**100**	**100**	**100**

- Support the offices in the development and administration of their annual budgets;
- Facilitate the translation and production of a number of their annual reports and other documents;
- Collaborate in the development of websites and other initiatives; and
- Collaborate in the development of legislative initiatives that fall under the jurisdiction of the Legislative Assembly.

Support to the Chief Electoral Officer	**1,214**	**814**	**814**	**2,164**

- Support the offices in the development and administration of their annual budgets;
- Facilitate the translation and production of a number of their annual reports and other documents;
- Collaborate in the development of websites and other initiatives; and
- Collaborate in the development of legislative initiatives that fall under the jurisdiction of the Legislative Assembly.

Total, Support to Independent Officers of the Legislative Assembly	**2,635**	**2,325**	**2,325**	**3,675**

Priorities (2010-11)

- Support the establishment of an Electoral Boundaries Commission, as required under section 15 of the *Nunavut Elections Act*.

  Status: *Electoral Boundaries Commission established on October 25, 2010.*
- Introduce a new *Plebiscite Act*.

  Status: *New Plebiscite Act anticipated to be introduced during the spring 2011 sitting of the House.*
- Support the Legislative Assembly's response to the recommendations in the report of the Chief Electoral Officer on the conduct of the 2008 general election.

  Status: *Amendments to the Nunavut Elections Act to implement the recommendations in the report of the Chief Electoral Officer are anticipated to be introduced during the spring 2011 sitting of the House.*

Priorities (2011-12)

- Support the Legislative Assembly's response to the recommendations of the Electoral Boundaries Commission.

Priorities (2012-13)

- Support Elections Nunavut in its planning for the 4th territorial general election.
- Ensure that the position of Languages Commissioner of Nunavut is filled following the expiration of the present incumbent's appointment in January 2013.
- Support the Office of the Integrity Commissioner of Nunavut in its conduct of the statutorily-required five-year review of the *Integrity Act*.

Priorities (2013-14)

- Ensure that the position of Integrity Commissioner of Nunavut is filled following the expiration of the present incumbent's appointment in September 2013.

APPENDIX: Financial Summary

Branch	2010 – 2011 Main Estimates		2011 – 2012 Main Estimates		2012 – 2013 Planned		2013 – 2014 Planned	
	$0	PYs	$0	PYs	$0	PYs	$0	PYs
ASSEMBLY OPERATIONS								
Salary	3,009	26	**3,038**	**26**	3,038	26	3,038	26
Grants & Contributions	—		—		—		—	
Other O&M	3,738		**4,020**		4,020		4,020	
Subtotal	6,747		**7,058**		**7,058**		**7,058**	
Expenditures on Behalf of Members								
Salary	3,641		**4,354**		4,354		4,219	
Grants & Contributions	—		—		—		—	
Other O&M	2,485		**3,198**		3,161		3,382	
Subtotal	6,126		**7,552**		**7,515**		**7,601**	
OfficeS of Independent OFFICERS								
Salary	**1,500**	8	**1,425**	**8**	1,425	8	1,755	8
Grants & Contributions	—		—		—		—	
Other O&M	**1,135**		**900**		900		1,920	
Subtotal	**2,635**		**2,325**		**2,325**		**3,675**	
TOTAL	**15,508**	**34**	**16,935**	**34**	**16,898**	**34**	**18,334**	**34**

Department of Executive and Intergovernmental Affairs

Business Plan

2011-2014

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CORE BUSINESS

The Department of Executive and Intergovernmental Affairs consists of the following four lines of core business:

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-14**
Executive	8,758	**8,543**	8,141	8,141
Statistics	824	**814**	852	852
Policy and Communications	2,916	**2,929**	2,949	2,949
Intergovernmental Affairs	5,590	**7,734**	8,593	8,593
TOTAL	**18,088**	**20,020**	**20,535**	**20,535**

Executive

This division provides overall management and direction. The Deputy of Executive chairs the bi-weekly Deputy Ministers' Committee meetings and is responsible for bringing forward the Cabinet agenda under the direction of the Premier. The Cabinet Registrar facilitates, co-ordinates and supports the work of Cabinet by creating the conditions under which accurate and secure information can be collected, registered, recorded, translated and distributed to Cabinet and within the Government of Nunavut. The Executive Division also supports the work of the Utility Rates Review Council, Access to Information and Privacy Protection, and the Social Advocacy Office.

Objectives

- Support the Cabinet under the direction of the Premier.
- Communicate Cabinet direction to the public service.
- Coordinate interdepartmental initiatives through Deputy Ministers Committees.
- Provide national and international access to information on Nunavut.
- Manage the GN access to information and protection of privacy requirements.

Programs	**Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Premier's Office		1,095	**1,132**	1,132	1,132

The Premier has a budget to cover five staff and relevant operational expenses. Within the general framework set by Cabinet and legislation, the Premier guides the activities of the government and is supported by this office.

Ministers' Offices 3,529 **3,566** 3,566 3,566

Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within the general framework set by Cabinet and legislation, guide the activities of these offices.

Commissioner's Office 290 **292** 292 292

The Commissioner and Deputy Commissioner of Nunavut are federal appointees, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities supported by one staff person.

Deputy Minister 854 **769** 768 768

This office supports and organizes the overall work of Cabinet and its committees. It also coordinates the Deputy Ministers Committee and its subcommittees, as well as leading interdepartmental policy coordination.

This office also ensures compliance with the Access to Information and Protection of Privacy Act and provides coordination of all ATIPP issues, activities and training; and provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.

Cabinet Registrar 345 **319** 436 436

The Registrar facilitates, coordinates and supports the work of Cabinet by creating the conditions under which accurate and secure information can be collected, registered, recorded, translated and distributed to Cabinet and within the Government of Nunavut.

Corporate Services 432 **656** 627 627

Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs, the Offices of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services.

Social Advocacy Office 1,427 **1,027** 1,027 1,027

The Social Advocacy Office will coordinate the development of policies and programs to assist disadvantaged and vulnerable groups within our society. The Office will lead a government-wide review of social safety-net programs and services while actively participating in interdepartmental initiatives and working groups aimed at improving quality of life by addressing issues such as poverty, homelessness and suicide prevention. The Office will also undertake a study of children's advocacy to work toward the creation of an independent Child and Youth Representative for Nunavut and will assume responsibility for the disabilities portfolio. The Office is also committed to the continuation of its ongoing work on the Women's Secretariat portfolio.

Utility Rates Review Council	786	**782**	293	293

The Council responds to the mandate set out in the *Utility Rates Review Council Act* to evaluate the cost structures of utilities and advise the Minister Responsible for Qulliq Energy Corporation on pricing and rate structures.

Total, Executive	**8,758**	**8,543**	**8,141**	**8,141**

Priorities (2010-11)

- Provide support to Health & Social Services in the first year of implementation of the Nunavut Suicide Prevention Strategy.

  Status: *The implementation plan for the Nunavut Suicide Prevention Strategy is currently under development by the Suicide Prevention Strategy Working Group. Once developed, the Social Advocacy Office will provide on-going implementation support to the Department of Health and Social Services as well as other Working Group partners.*

- In coordination with the review of child protection being conducted by Health & Social Services, research and consult on the creation of a culturally relevant Child and Youth Representative.

  Status: *The Social Advocacy Office maintains two active membership seats on the Social Services Review Advisory Committee. The Social Advocacy Office will make use of the results of Health and Social Services' public consultation process to advise the development of a culturally relevant Child and Youth Representative for Nunavut. In addition, the Office has completed a jurisdictional review to explore the types of models used to create similar offices in other Canadian provinces/territories. A framework has been established to further organize and advance project research and development from a broader perspective.*

- Conduct a comprehensive review of governments' social safety-net programs, to develop a common framework to ensure these programs are complementary, consistent, accessible, and fair.

  Status: *A framework for the Social Safety-Net Review has been developed in partnership with key government stakeholders. A Request for Proposals was advertised in October 2010 and the project was initiated in December 2010, with planned completion by the end of the fiscal year.*

- Assist with the orientation and establishment of the new Office for the Commissioner of Nunavut.

***Status:** A new Commissioner of Nunavut was sworn in. A new Assistant has been recruited and oriented and the office established. The Commissioner has already been actively pursuing her duties throughout the fiscal year.*

Priorities (2011-2012)

- Draft legislation necessary for the establishment of a Child and Youth Representative which is relevant to Nunavut's unique culture and changes anticipated to the child protection program.
- Through the Social Advocacy Office, contribute to government initiatives to address issues of gender inequality, homelessness and poverty reduction.
- Through the Social Advocacy Office, work with the Nunavummi Disabilities Makinnasuaqtiit Society to profile Nunavut's disabled population and identify key issues facing persons with disabilities in Nunavut.
- Review the administration of the Access to Information systems to ensure consistency across the GN, through synchronized procedures and training materials. Review the ATIPP system to ensure its relevance to changing technology.

Priorities (2012-13)

- Complete the legislation development process for an independent Child and Youth Representative and assist with the establishment of the position, in accordance with the legislation.
- Through the Social Advocacy Office, actively contribute to government initiatives to ensure that social exclusion and gender inequality are considered during the development of socially relevant projects, programs and policies.
- Prepare a plan for the transition to the 4th Legislative Assembly of Nunavut, in cooperation with all departments and agencies and the Office of the Legislative Assembly.

Priorities (2013-14)

- Provide on-going support in the establishment of an independent Child and Youth Representative, as required.
- Actively contribute to government initiatives to ensure that social exclusion and gender equality are considered during the development of social projects, programs, and policies.
- Provide coordinated advice to the members of the Executive Council of the 4th Legislative Assembly of Nunavut, in cooperation with all departments and agencies.

Statistics

The Nunavut Bureau of Statistics gathers, records, analyzes and distributes statistical data on Nunavut to Nunavummiut and across Canada. It makes data available to assist government in their decision-making, planning, implementation and evaluation, as well as to make information available to the public. The Statistics division also manages and conducts surveys for Nunavut in conjunction with Statistics Canada.

Objectives

- Produce accurate and appropriate statistical data on Nunavut.
- Maintain a strong relationship with Statistics Canada.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Statistics		824	**814**	852	852

Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) is the GN's central statistical agency. It collects, analyzes and distributes statistical data on Nunavut, and provides assistance and advice on the use of statistical data. *Nunavut Kiglisiniaqtiit* is also Statistics Canada's statistical focal point for Nunavut, and as such represents Nunavut's interests within the national statistical system.

Total, Statistics		**824**	**814**	**852**	**852**

Priorities (2010-11)

- Complete the Nunavut Housing Needs Survey.

  Status: *The survey was completed successfully, with data collection completed in June 2010. The initial report of the Nunavut Housing Needs Survey was released by Statistics Canada on schedule in October 2010. The data collected will assist the Nunavut Housing Corporation in its work.*

- Launch and complete the Government of Nunavut Survey of Employees.

  Status: *A survey has not been completed. The Statistics Bureau is in discussion with the Department of Human Resources about the details of a new survey to ensure the best information is made available. We will seriously consider participating in national public service surveys to improve comparability of the resulting information.*

- Develop the methodology and produce population projections for Nunavut, Nunavut Census Divisions and for Nunavut communities.

Status: *The population projections have been completed and posted on the GN website under the Nunavut Bureau of Statistics section...*

- Produce presentations to inform the Socio-economic Monitoring Committees (SEMC) about data availability and procedures for developing new data series.

  Status: *The Statistics Bureau has been a regular presenter at Socio-Economic Monitoring Committees coordinated by Economic Development and Transportation. The Bureau will continue to ensure that appropriate data is made available to these committees.*

Priorities (2011-12)

- Assess data needs of Nunavummiut and develop plans for meeting those needs.
- Prepare documentation outlining the steps required to produce the wide range of products the Bureau produces on an annual basis. This documentation will assist the Bureau in integrating new staff and also provide benchmarks for the Bureau's activities.
- Conduct a survey of Government of Nunavut employees, in collaboration with the Department of Human Resources.
- Assist Statistics Canada, if necessary, with early enumeration for the 2011 Census.

Priorities (2012-13)

- Develop and implement plans to meet the data needs of Nunavummiut.
- Review the relevancy of ongoing statistical activities associated with monitoring local data in conjunction with the regional Socio-Economic Monitoring Committees (SEMC). This will be done in concert with the local committees to maintain a library of useful and high quality data indicators.

Priorities (2013-14)

- Update the population forecast with data from the 2011 Census.
- Prepare data tables from the 2011 Census for distribution to the Government and the public. These data will be disseminated via the Bureau's website.

Policy and Communications

This unit is responsible for coordinating and leading the government's development, implementation, and evaluation of policy and program objectives. It provides support to the Secretary to Cabinet in the management and coordination of Cabinet operations, through the provision of analysis and policy advice on government policies, legislation, strategies and priorities, consistent with government and Cabinet direction.

The Policy and Planning division also provides leadership and a coordinating role in policy development throughout government, chairing the inter-departmental Policy Officials' Committee. It supports the work of the Government House Leader and maintains liaison with the Financial Management Board, the Legislative Assembly and GN departments and agencies.

The Communications division is committed to supporting interaction of the Government of Nunavut with other organizations and with Nunavummiut. It will establish and maintain active two-way communications with the public and easy access to programs and services.

Objectives

- Liaise with government departments on their submissions to Cabinet.
- Ensure the development of simple and understandable government policies.
- Coordinate government communication strategies and messages.
- Produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest.
- Provide leadership within the Government of Nunavut on various interdepartmental committees.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
ADM and Sustainable Development		641	**692**	705	705

The Office of the Assistant Deputy Minister oversees the work of this unit and coordinates all legislative initiatives. The Avatiliriniq Coordinator supports interdepartmental Sustainable Development groups, coordinates GN participation in resource development planning activity and initiatives to improve the regulatory system for land management. This office also oversees the work of the GN membership of the Nunavut General Monitoring Steering Committee with INAC, NPC and NTI that was created in 2010.

Policy and Planning		724	**760**	757	757

Policy and Planning provides policy support and advice to Cabinet and government departments, as well as liaising with other organizations at the policy level. This is accomplished through chairing the Policy Officials' Committee, assisting in departmental policy development, and providing an evaluation function on all Requests for Decision prior to Cabinet consideration.

Communications		1,086	**1,027**	1,027	1,027

As a centralized function, the Communications Division provides support to government departments and agencies in the development of communications products and services. By offering advice and assistance in planning and co-ordination, the Communications Division aids the departments in developing strategies for public relations, media relations, and internal communications. The division is also responsible for promoting the profile of the Government of Nunavut.

Evaluation	465	**450**	460	460

The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluation and performance measurement.

Total, Policy and Communications	**2,916**	**2,929**	**2,949**	**2,949**

Priorities (2010-11)

- Review and update all sections of the Administrative Procedures Manual, in consultation with all GN departments and agencies.

  Status: *The manual will be updated in consultation with all GN departments and agencies by fiscal year end.*

- Complete the development and implementation of the Government of Nunavut Communications Strategy.

  Status: *The strategy was completed by the interdepartmental communications group and workplans developed for EIA communications staff.*

- Coordinate, through Policy Officials Committee, the implementation of pilot projects employing "public engagement" processes.

  Status: *The public engagement process will be used for the development of the Poverty Reduction Strategy. EIA is an active contributor to that process, along with many other members of the Policy Officials Committee.*

- Coordinate the delivery of coordinated advice and alignment of interdepartmental policy through Policy Officials Committee.

  Status: *This coordination function has been integrated into the operations of the Policy Officials Committee.*

- Participate actively in efforts at coordinating GN resources and policies to build capacity in the public service.

  Status: *In addition to participation on various interdepartmental initiatives, the department coordinates resource development planning activity and initiatives for the government.*

- Continued redevelopment of the Government of Nunavut website.

  Status: *The rejuvenated GN website was launched in October 2010. It now includes a consistently updated, searchable staff directory and service directory. The* *website is a dynamic tool and updating will be on-going, especially as the remaining GN departments' websites are integrated into the main GN site.*

- Continued participation in the Nunavut General Monitoring Program established under the *Nunavut Land Claims Agreement*.

  Status: *A Steering Committee comprised of the GN, INAC, NTI and NPC was established in 2010. A workplan has been created and the creation of an NGMP Secretariat is underway.*

- Take a comprehensive and strategic approach to promoting sustainable economic development and environmental stewardship coordinated with partners to support efficient and effective land use planning, environmental assessment and regulatory processes.

  Status: *Participated and supported a capacity building initiative led by Sustainable Development Advisory Group (SDAG) members in preparation for future environmental assessments on project proposals in Nunavut.*

Priorities (2011-12)

- Coordinate the implementation of improvements in response to the functional review of decentralized offices.
- Participate actively in efforts at coordinating GN resources and policies to build capacity in the public service.
- Coordinate, with the Department of Human Resources, the complete implementation of performance management systems across government.
- Following the completion of the improved GN website and in coordination with improved information systems, begin the establishment of a central GN telephone information desk.
- Take a comprehensive and strategic approach to promoting sustainable economic development and environmental stewardship coordinated with partners to support efficient and effective land use planning, environmental assessment and regulatory processes.

Priorities (2012-13)

- Participate actively in efforts at coordinating GN resources and policies to build capacity in the public service.
- Re-evaluate the GN Communication Strategy and make appropriate adjustments and improvements.
- Offer Customer Service Training Module to all departmental staff members.

Priorities (2013-14)

- Take a comprehensive and strategic approach to promoting sustainable economic development and environmental stewardship coordinated with partners to support efficient and effective land use planning, environmental assessment and regulatory processes.
- Work with other GN departments to offer the GN Customer Service training across the Government's various departments and agencies.

Intergovernmental Affairs

Intergovernmental Affairs provides leadership and coordination for the management and development of strategies, policies and initiatives relevant to federal, provincial and territorial relations. It manages relationships with aboriginal, circumpolar, and international organizations. As such it advises on policies and positions relating to the implementation of the Nunavut Land Claims Agreement and other aboriginal land claims that overlap with the territory and manages bilateral and multilateral relations with circumpolar governments and organizations.

This office serves the GN by participating in preparations for Intergovernmental activities such as the First Ministers' Conference, Western Premiers' Conference, Northern Premiers' Forum, Energy Ministers' Conference, and the Council of the Federation meetings. It also coordinates bilateral and trilateral meetings between Nunavut Tunngavik Incorporated and the Government of Canada. It manages the Ottawa office of the GN, which supports all departments in work and relationships with the Government of Canada, and in the coordination and support for departmental and ministerial meetings with Ottawa counterparts.

Objectives

- Enhance and foster strong working relationships with other governments.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations.
- Coordinate GN activities relating to Nunavut Tunngavik Incorporated (through the *Iqqanaijaqatigiit* Protocol), regional Inuit organizations, and the *Nunavut Land Claims Agreement*.
- Coordinate the GN's relationship with Indian and Northern Affairs Canada and other federal departments and agencies.
- Coordinate GN positions and participate in federal and provincial negotiations on overlapping claims.
- Ensure GN obligations for the implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and *Eeyou Marine Region Land Claims Agreement* are met fully.

- Participate in and coordinate the GN's roles in Arctic institutions, including the Inuit Circumpolar Council, Northern Forum and the Arctic Council.
- Lead the GN's negotiation for an agreement with Canada and NTI on the devolution of jurisdictional responsibility over Crown land and non-renewable resources in Nunavut.
- Coordinate energy and climate change mitigation policy and activities across the GN Departments, crown corporations and agencies as well in FPT forums.
- Provide the public with a central government point-of-contact in every community.

Programs **Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Aboriginal & Circumpolar Affairs	478	**488**	488	488

Manages and advises on government policies and positions relating to the implementation of the *Nunavut Land Claims Agreement*, relations with Nunavut Tunngavik Incorporated, and relations with the federal, provincial and territorial governments on other aboriginal land claims that overlap with the Nunavut Territory.

Circumpolar Affairs represents the government in Arctic Council related issues, bilateral relations with other circumpolar organizations and governments and regions, and relations with circumpolar indigenous groups.

Devolution	1,219	**1,516**	2,404	2,404

The Devolution Division leads both the GN's preparation for and participation in negotiations with the Government of Canada and NTI towards the conclusion of a devolution agreement. The transfer of authority over Crown land and non-renewable resources in Nunavut is a priority of the GN and essential for the Territory's long-term political and economic development. The Division will also be responsible for coordinating the implementation of a final agreement.

Intergovernmental Affairs	793	**812**	825	825

Intergovernmental Affairs is responsible for the management and development of government strategies, policies and initiatives relevant to federal, provincial and territorial relations.

Protocol is responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government. It is also responsible for the planning, scheduling and execution of visits by dignitaries to Nunavut.

Intergovernmental Relations	422	**348**	383	383

The GN Ottawa Office is led by the ADM for Intergovernmental Affairs. Its primary function is to liaise with the federal government and other government offices in Ottawa. In addition, Ottawa staff are extensively involved in implementation, trans-boundary, preparation for devolution negotiations and other corporate issues as assigned.

Energy Secretariat	678	**690**	690	690

The Energy Secretariat is responsible for the development and implementation of a comprehensive energy strategy to address the Territory's dependency on imported oil for heat, power and transportation. The Energy Secretariat will monitor energy related issues and to develop options and recommendations on Territorial energy policy and coordinate GN action on Cabinet level energy decisions.

Government Liaison	2,000	**3,880**	3,803	3,803

A Government Liaison Officer will be the public's central point-of-contact with our government. These individuals will ensure that government services can be more easily accessed in every community. This program will serve as a reliable source of information about government programs, as feedback to government, as coordination for collaborative initiatives between government agencies, and as delivery agent for certain government services. The division will establish and maintain active two-way communications with the public and easier access to programs and services.

Total, Intergovernmental Affairs	**5,590**	**7,734**	**8,593**	**8,593**

Priorities (2010-11)

- Establish Government Liaison Officers, with initial focus on the fifteen communities without decentralized government offices, in cooperation with other departments, municipal governments, and external partners.

  ***Status**: Competitions have been held for the Director and the three Regional Supervisors. Discussions are ongoing with Municipalities and other partners such as other GN departments and agencies and external partners. An emphasis will be placed on establishing the non-decentralized communities first. Once those have been established the GN will begin establishing GLO offices in decentralized communities.*

- Engage Canada and other partners like INAC and NTI in formal negotiations for the transfer of authority over Crown land and non-renewable resources.

  ***Status**: Devolution remains a priority of the GN and we are ready to start negotiations; however, commencement of negotiations is dependent on the Government of Canada securing its own mandate and appointing its negotiator.*

- Investigate other national and international venues for enhancing our recognition in Canada and the world by presenting our views and ideas on matters of national and global importance, including the Western Premiers' Conference, the Council of the Federation, the Arctic Council, and the Inuit Circumpolar Council. This will include co-chairing the Northern Forum with the Territory of Yukon and assisting in stabilizing its membership and projects.

  Status: *Nunavut has actively participated in meetings such as the Western Premiers' Conference, the Council of the Federation and the Arctic Council. Nunavut continues to play an active role as the co-chair for the Northern Forum.*

- Participate in the *Aboriginal Affairs Working Group* with all provinces and territories and the five National Aboriginal Organizations and cooperate in the development of an Aboriginal Action Plan for economic development and education.

  Status: *The GN's participation in the Aboriginal Affairs Working Group is ongoing with Intergovernmental Affairs coordinating GN input. Ministers of Aboriginal Affairs meet 1-2 times a year. The AAWG is focusing on eliminating the gap between First Nations, Inuit and Metis and non-aboriginal Canadians in the areas of education and economic development. The AAWG also addresses violence against aboriginal women and children.*

- Ensure that the Government of Nunavut's obligations for the implementation of various land claims agreements are met fully, or exceeded, especially with respect to the *Nunavut Land Claims Agreement.*

  Status: *This is ongoing implementation coordinated with the parties to the Nunavut Land Claims agreement. The parties have made progress on creating a body to develop monitoring of various claim objectives within the Settlement Area. The GN is a member on the Implementation Committees for the NILCA and EMRLCA.*

- Continue working with Canada to negotiate and settle the Athabasca and Manitoba Denesuline claims.

  Status: *The GN, through EIA, participates on the federal negotiating team in both overlapping claims. Negotiations had been stalled until INAC received its new mandate to negotiate. Now that the mandates have been released, negotiations will resume. The GN also participates as an observer in the Inuit claim to the Kivahiktuq Settlement Area in Northern Manitoba.*

- Begin implementation of *Ikummatiit* in cooperation with relevant GN Departments and partners pursuant to the *Ikummatiit* Implementation Plan.

  Status: *Significant progress has been made across GN departments, crown corporations and agencies in implementing Ikummatiit: The Government of Nunavut's Energy Strategy. Most of the 37 action items under Ikummatiit have been addressed in some way. Of special note is the development of a Pan-Territorial Renewable Energy Inventory with the NWT and Yukon.*

Priorities (2011-12)

- Finalize a devolution Agreement in Principle (AIP) with the Government of Canada and Nunavut Tunngavik Incorporated, pending the conclusion of negotiations.
- Support the Premier in enhancing our recognition in Canada and the world by representing Nunavut's interests at intergovernmental meetings in Canada and abroad.
- Support the Premier and the interests of the GN at annual meetings of the Northern Premiers' Forum, the Western Premiers' Conference, and the Council of the Federation, as well as at First Ministers' Meetings at the call of the Prime Minister.
- Engage in international forums including to co-chair the Northern Forum, support Inuit Circumpolar Council (Canada), participate at the Arctic Councils territorial representatives in Canadian delegations. Finally, participate at international meetings and negotiations with other nations and organizations, in coordination with the Government of Canada.
- Ensure that the Government of Nunavut's obligations for the implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Land Claims Agreement* are met fully.
- Continue the partnership with Nunavut Tunngavik Incorporated and renew a GN-NTI protocol.
- Continue working with Nunavummi Tasiujarjuamiunguqatigiit Katujjiqatigiingit and our partners to hold the first Hudson Bay Awareness Summit as part of the longer term Hudson Bay Inland Sea Initiative.
- Continue to communicate GN positions and issues at trans-boundary claims negotiations.
- Continue working with partners to integrate renewable energy into Nunavut's energy regime pursuant to Ikummatiit.
- Initiate an energy public awareness campaign that includes information on renewable energy, energy efficiency, and conservation.
- Perform an alternative and renewable resource survey, gap analysis and inventory.
- Continue the establishment of Government Liaison Officers in all Nunavut communities outside Iqaluit. Provide training and orientation to all employees of the program.
- Continue to make refinements to the Government Liaison Officer program as assessments are conducted and new information is taken into consideration.

Priorities (2012-13)

- Begin preparing for a devolution agreement based on the AIP and pending its conclusion.

- Support the Premier in enhancing our recognition in Canada and the world by representing Nunavut's interests at intergovernmental meetings in Canada and abroad.
- Support the Premier and the interests of the GN at annual meetings of the Northern Premiers' Forum, the Western Premiers' Conference, and the Council of the Federation, as well as at First Ministers' Meetings at the call of the Prime Minister.
- Participate as territorial representatives in Canadian delegations at international meetings and negotiations with other nations and organizations, in coordination with the Government of Canada. Engage in circumpolar forums, including providing support to Inuit Circumpolar Council (Canada) and preparing for Canada's chairmanship of the Arctic Council in 2013.
- Host the annual meeting of the Northern Premiers' Forum, and support the Premier as Chair in preparation for and in the follow-up workplan.
- Facilitate a Nunavut meeting of Northern Premiers and the Canadian representatives for the Permanent Participants in Canada.
- Ensure that the Government of Nunavut's obligations for the implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement* are met fully.
- Continue to communicate GN positions and issues at trans-boundary claims negotiations.
- Continue working with partners to integrate renewable energy into Nunavut's energy regime pursuant to Ikummatiit.
- Perform a Nunavut energy end-use demand study and survey.
- Develop and release to the public an alternative and renewable energy strategy.
- Complete the establishment of a central Government of Nunavut information desk, able to respond to questions from Nunavummiut in all official languages.

Priorities (2013-14)

- Continue ongoing preparations for a devolution agreement.
- Support the Premier in enhancing our recognition in Canada and the world by representing Nunavut's interests at intergovernmental meetings in Canada and abroad.
- Support the Premier and the interests of the GN at annual meetings of the Northern Premiers' Forum, the Western Premiers' Conference, and the Council of the Federation, as well as at First Ministers' Meetings at the call of the Prime Minister.
- Participate as territorial representatives in Canadian delegations at international meetings and negotiations with other nations and organizations, in coordination with the Government of Canada.

- Work with the Government of the Northwest Territories, Yukon Government, Inuit Circumpolar Council, Gwich'in Council International and the Arctic Athabascan Council to provide a northern voice to Canada's chairmanship of the Arctic Council.
- Ensure that the Government of Nunavut's obligations for the implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement* are met fully.
- Continue to communicate GN positions and issues at trans-boundary claims negotiations.
- Continue to provide leadership and oversight in implementing *Ikummatiit* across departments, crown corporations and agencies.
- Develop a Nunavut based multi-level energy use database.
- Continue to work with all parties of the *Nunavut Land Claims Agreement* in meeting and fulfilling obligations jointly identified.
- Work with territorial counterparts to provide a northern voice to Canada's chairmanship of the Arctic Council in 2013.

Appendix I: Financial Summary

Branch	2010 – 2011 Main Estimates		2011 – 2012 Main Estimates		2012 – 2013 Planned		2013 – 2014 Planned	
	$000	PYs	$000	PYs	$000	PYs	$000	PYs
DIRECTORATE								
Compensation and Benefits	2,007	12.0	**2,202**	**16.0**	2,241	17.0	2,243	17.0
Grants & Contributions	390		**400**		400		400	
Other O&M	1,447		**951**		510		508	
Subtotal	**3,844**		**3,553**		**3,151**		**3,151**	
STATISTICAL SERVICES								
Compensation and Benefits	665	6.0	**757**	**6.0**	781	6.0	781	6.0
Grants & Contributions	–		–		–		–	
Other O&M	159		**57**		71		71	
Subtotal	**824**		**814**		**852**		**852**	
POLICY AND COMMUNICATIONS								
Compensation and Benefits	2,373	20.0	**2,446**	**20.0**	2,469	20.0	2,469	20.0
Grants & Contributions	–		–		–		–	
Other O&M	543		**483**		480		480	
Subtotal	**2,916**		**2,929**		**2,949**		**2,949**	
NUNAVUT CABINET								
Compensation and Benefits	3,300	27.0	**3,304**	**27.0**	3,304	27.0	3,304	27.0
Grants & Contributions	–		–		–		–	
Other O&M	1,324		**1,394**		1,394		1,394	
Subtotal	**4,624**		**4,698**		**4,698**		**4,698**	
COMMISSIONER OF NUNAVUT								
Compensation and Benefits	151	1.0	**153**	**1.0**	153	1.0	153	1.0
Grants & Contributions	10		**10**		10		10	
Other O&M	129		**129**		129		129	
Subtotal	**290**		**292**		**292**		**292**	
INTERGOVERNMENTAL AFFAIRS								
Compensation and Benefits	2,701	36.5	**3,857**	**36.5**	3,950	36.5	3,950	36.5
Grants & Contributions	–		–		–		–	
Other O&M	1,192		**1,873**		1,751		1,751	
Subtotal	**3,893**		**5,730**		**5,701**		**5,701**	

Branch	2010 – 2011 Main Estimates		2011 – 2012 Main Estimates		2012 – 2013 Planned		2013 – 2014 Planned	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
ABORIGINAL & CIRCUMPOLAR AFFAIRS								
Compensation and Benefits	283	5.0	**293**	**5.0**	293	5.0	293	5.0
Grants & Contributions	90		**90**		90		90	
Other O&M	105		**105**		105		105	
Subtotal	**478**		**488**		**488**		**488**	
DEVOLUTION								
Compensation and Benefits	765	7.0	**1,097**	**9.0**	1,950	12.0	1,950	12.0
Grants & Contributions	–		–		–		–	
Other O&M	454		**419**		454		454	
Subtotal	**1,219**		**1,516**		**2,404**		**2,404**	
TOTAL	**18,088**	**114.5**	**20,020**	**120.5**	**20,535**	**124.5**	**20,535**	**124.5**

Department of
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CORE BUSINESS

The programs of the Department of Finance are defined within six lines of business:

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-14**
Directorate	1,227	**1,174**	1,205	1,212
Policy and Planning	3,396	**3,285**	3,227	3,222
Human Resource Management	1,507	**1,416**	1,413	1,414
Expenditure Management	1,308	**1,405**	1,402	1,400
Comptrollership	14,872	**16,045**	16,086	16,085
Centrally Administered Funds	34,727	**38,022**	38,860	39,772
TOTAL	**57,037**	**61,347**	**62,193**	**63,105**

Advisory and Administrative

The Advisory and Administrative line of business includes the directorate program. The directorate provides overall direction in the delivery of Department of Finance programs.

Objectives

- Provide the Minister of Finance and the Financial Management Board (FMB) with support and advice to maintain a sound GN fiscal position while supporting Nunavut's vision of self-reliance.
- Provide a leadership role to all deputy heads across the GN.

Programs **Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Directorate	1,227	**1,174**	1,205	1,212
The Directorate coordinates the senior management of the department and ensures that the department fulfills its mandate. It provides leadership, monitors goals and objectives, and ensures that priorities and directives are followed. The Deputy Minister serves as the Secretary of the Financial Management Board (FMB).				
Total, Directorate	**1,227**	**1,174**	**1,205**	**1,212**

Priorities (2010-11)

- Coordinate and oversee the initial implementation of the action plan for strengthening financial management in the government.
  Status: *Progress has been made on the action plan, including the migration to a new core business network, timely completion of the Public Accounts, and an updated Financial Administration Manual. In Report #1 of the department's response to the Standing Committee on Government Operations and Public Accounts recommendations on the OAG's 2009 Report, the department provided an update on its action plan.*

- Promote training and development across all financial groups in the GN including the administrative, technical and professional levels.
  Status: *The department accessed funding through the Training and Development Fund to upgrade the skill and knowledge of its Compensation and Benefits team. A skills inventory assessment of its Financial Operations team was also conducted, which will provide the foundation to determine how best to upgrade the skill set of this group. The department also added an intern to its middle management group and continues to provide Financial Administration Manual training across the government, including decentralized communities.*

Priorities (2011-12)

- Continue to coordinate and oversee the implementation of the action plan for strengthening financial management to ensure deliverables are met.
- Monitor, review and reprioritize opportunities for improvement to strengthening financial management based on results of initial implementation of the action plan.

Priorities (2012-13)

- Finalize implementation of the action plan for strengthening financial management in the government from an administrative, technical and professional viewpoint.

Priorities (2013-14)

- Continue to monitor the implemented action plan for strengthening financial management in the government from an administrative, technical and professional viewpoint.

Policy and Planning

The Policy and Planning line of business includes Corporate Policy, Fiscal Policy, and the Liquor Management programs. Policy and Planning provides policy support to the Minister, and supports the Public Agencies Council (PAC) in its role of providing advice to Cabinet with respect to Nunavut's public agencies. Policy and Planning also negotiates, monitors and manages the fiscal arrangements with the Federal Government. In addition to providing fiscal and economic policy advice, the Policy and Planning Branch also administers the tax system, risk management, supports the Nunavut Liquor Commission and is responsible for liquor enforcement and inspections.

Objectives

- Recommend improvements to legislation and policies that are relevant to the financial administration of the GN and its public agencies.
- Promote risk management across the GN to ensure that all risks are identified, measured and mitigated.
- Foster an environment of trust with respect to liquor control by cooperating with GN departments, licensees and other agencies to educate the public about responsible consumption of alcohol and provisions of the *Liquor Act* and regulations.
- Negotiate and manage the Territorial Formula Financing agreement and other fiscal arrangements with the Federal Government to maximize benefits to the GN.
- Provide advice on the fiscal and economic implications of GN policies and proposed initiatives to facilitate sound decision making.
- Provide fiscal and economic analyses, updates and advice to help develop a vision for Nunavut's economy and chart its future growth.
- Through the Public Agencies Council, continue to provide liaison, assistance and guidance to public agencies.

Programs	**Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Fiscal Policy		1,457	**1,342**	1,280	1,280

The Fiscal Policy Division comprises two sections: Fiscal and Economic Policy and Taxation. The Fiscal and Economic Policy Section's mission is to build the GN's fiscal capacity, self-reliance and independence, and to develop and promote a comprehensive vision of Nunavut's unique Northern economy. Its work includes setting macroeconomic policy, negotiating and managing fiscal arrangements with the federal government, forecasting federal transfers to the GN, and monitoring Nunavut's overall economic health. In particular, it takes responsibility for the Territorial Formula Financing arrangement, which accounts for about 80% of the GN's annual revenues. The Fiscal and Economic Policy Section also collaborates interdepartmentally on a wide range of initiatives with fiscal and economic implications, particularly in the areas of sectoral, energy and social policy, and it plays a special role supporting intergovernmental initiatives such as devolution. The Taxation Section's mission is to ensure that the GN's tax regime is efficient, prudent, simple and fair. Its work includes setting tax policy, forecasting tax revenues, developing tax programs, enforcing compliance with tax laws, overseeing the tax-collection system, and managing relations with the Canada Revenue Agency

Corporate Policy/ Public Agencies Council	1,442	**1,444**	1,448	1,443

Corporate Policy/Public Agencies Council provides departmental, public agency and ministerial support through a dual role of assuming the responsibility for financial policy development and support to the Public Agencies Council (PAC). Corporate Policy assumes the lead role, in association with the Deputy Minister, in liaison with the Minister's Office and provides the communication function for the Department. For PAC, it acts as Secretariat as well as an operational role with respect to liaising with and providing assistance to public agencies in Nunavut. Corporate Policy also provides budget development, analysis and control for the department and includes the risk management function including property and liability insurance coverage for Government of Nunavut assets and employees, and risk management planning to reinforce principles of loss prevention. In addition, Corporate Policy leads the department's Inuit societal values initiatives, and manages the Centrally Administrated Funds Branch.

Liquor Enforcement and Inspections	497	**499**	499	499

Liquor Enforcement and Inspections is responsible for the enforcement of the *Liquor Act* and its regulations through inspections of licensed liquor establishments and special occasions involving alcohol. The program is responsible for the implementation of the Nunavut Liquor Licensing Board's decisions and directives.

Nunavut Liquor Commission

The Nunavut Liquor Commission is established by the Minister responsible under Part 2, Section 56(2) of the *Liquor Act*. Acting under the direction of the Minister, the Commission is responsible for the purchasing, warehousing, sale and distribution of all alcohol products in the Territory of Nunavut.

Total, Policy and Planning	**3,396**	**3,285**	**3,227**	**3,222**

Priorities (2010-11)

- In cooperation with the other territories and Canada, identify positive changes that may be made to the Territorial Funding Formula (TFF) and initiate meaningful federal-territorial discussions to agree on an outline for change.
  Status: *The GN position is in development, and preliminary discussions have begun between the three territories and Canada on a framework for re-negotiation to the major transfer expiring in 2014, including Territorial Formula Financing (TFF) and the Canada Health Transfer (CHT).*

- Coordinate the work of the Minister's Task Force on Liquor, ensuring that every Nunavut community is consulted and research is performed on other jurisdictions.
  Status: *Work continues on the Minister's Task Force on Liquor. Members have been chosen representing a cross section of the population, and the Task Force has held several community consultations.*

- Finalize and execute Memorandums of Understanding with all territorial corporations regarding governance, roles and responsibilities.
  Status: *Currently on schedule for completion. One draft MOU has been completed and efforts are ongoing with the territorial corporation to produce the final version. Once ratified this will be used as a model for all the other territorial corporations and will allow for the remainder to be completed quickly and easily.*

Priorities (2011-12)

- Through the federal/territorial joint committee on Territorial Formula Financing, achieve substantial agreement on the components of a renegotiated formula. This will include an exhaustive review and analysis of the "Gross Expenditure Base" to ensure Nunavut is receiving its fair share of transfer payments.
- Finalize the work of the Minister's Task Force on Liquor, report on the results and initiate necessary changes to the *Liquor Act* with a view to promoting the responsible use of alcohol.

Priorities (2012-13)

- Implement all changes to the liquor regime in Nunavut based on the recommendations of the Minister's Task Force on Liquor.
- Begin substantive re-negotiation of the TFF to achieve greater fiscal capacity for the GN, with the support of all GN departments and agencies.
- Support the Devolution Division of the Department of Executive and Intergovernmental Affairs in achieving a devolution agreement with the federal government that offers a net fiscal benefit to the GN.

Priorities (2013-14)

- Successfully conclude re-negotiation of the major transfers and commence monitoring of implementation.
- Implement Enterprise Risk Management across the GN.

Human Resource Management

The Human Resource Management line of business provides administrative and human resource management advice and resources for the department of finance. In addition it also manages the department's internship program.

- Support the Department of Finance and other GN departments through the provision of efficient and effective human resource management.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Human Resource Management	1,507	**1,416**	1,413	1,414
Human Resource Management provides financial and administrative support to the Department of Finance. This program is the lead for the implementation of the HR Strategy. It also provides human resource support, planning and evaluation. Human Resource Management also provides the coordination and implementation of the Financial Internship Program.				
Total, Human Resource Management	**1,507**	**1,416**	**1,413**	**1,414**

Priorities (2010-11)

- Establish and implement a professional training regime to enhance the financial expertise of the territory at all levels.
  Status: *Two sessions of, "Introduction to Accounting Part 1" courses were delivered in October 2010. This determined interest and support for future training. Currently there are eighteen GN employees enrolled in these courses, with interest shown to allow for additional courses in the near future. Part 2 of the course has commenced.*

- Develop a standardized set of job descriptions within the Financial /Accounting field.
  Status: *Complete. First drafts of standardized job descriptions have been developed and will be approved for use in 2011-12.*

- Deliver training sessions on specific Financial Administration Act and Financial Administration Manual directives and regulations.
  Status: *FAM Training sessions were delivered to GN Employees in the communities of Pond Inlet, Pangnirtung, Baker Lake and Arviat.*

Priorities (2011-12)

- Complete the skills inventory assessment of finance positions within the department.

- Work with Department of Human Resources to establish pay incentives for the standardized financial job descriptions that will improve recruitment and retention within the financial field.
- Continue the implementation of a professional training regime enhancing the financial expertise of the territory at all levels.

Priorities (2012-13)

- Continue to expand a professional training regime to enhance the financial expertise of the territory at all levels.

Priorities (2013-14)

- Review professional training initiatives, evaluate successes and challenges and implement any necessary changes.

Expenditure Management

Expenditure Management provides analysis, assesses requests and provides recommendations to the Financial Management Board (FMB), manages the annual budget development process, and provides the treasury function.

Objectives

- Ensure sound financial decision making throughout the GN through the provision of timely, accurate and meaningful financial management tools such as the Capital and Main Estimates and the Fiscal Plan.
- Administer the cash resources, borrowing programs, and all investment and debt management activities of the government to ensure fiscal responsibility.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Expenditure Management		1,308	**1,405**	1,402	1,400
Expenditure Management coordinates, facilitates and provides policy and financial direction to the Government of Nunavut's budget development processes (i.e. Capital Estimates, Main Estimates, and Supplementary Appropriations). In addition, financial management advice, as well as policy and administrative support, is provided to the Financial Management Board and to Government of Nunavut departments and public agencies. The treasury function enables the GN to improve its cash management and its ability to project cash flows and generate revenue from the investment of surplus cash.					
Total, Expenditure Management		**1,308**	**1,405**	**1,402**	**1,400**

Priorities (2010-11)

- Improve accountability in the Main Estimates budget process. This will involve a review of the existing business case format used to justify incremental funding requests from departments.
  Status: *Complete. Modifications were made to the current business case template resulting in a long form for new initiatives and program enhancements and a simplified short form of the business case template to address forced growth funding for existing programs. The simplified template focuses more on financial and statistical data to support requests for increased funding while the long form also incorporates strategic linkages to Tamapta.*

- Review the current variance reporting process used to monitor departmental budgets during the year, and develop a more accurate budgeting/forecasting tool.
  Status: *Complete. A management summary report was developed to complement the departmental variance reports and a more accurate budgeting/forecasting tool was rolled out in the Department of Finance with the intent of distributing to other departments in 2011-12.*

Priorities (2011-12)

- Improve forecasting and budgeting. A review of the existing Main Estimates and Capital Estimates process will focus on ensuring funding approved for Capital captures the associated O&M costs. Consideration will also be given to consolidation of the Main Estimates and Capital Estimates.
- Implement, monitor and evaluate the budgeting/ forecasting tool and make value-added adjustments as necessary.

Priorities (2012-13)

- Produce a GN Expenditure Management Handbook that will act as a tool and provide guidance with respect to budget management processes and procedures.

Priorities (2013-14)

- Develop a training/orientation program for departmental staff that incorporates key components of the GN Expenditure Management Handbook such as budgeting/forecasting and developing Financial Management Board submissions.

Comptrollership

The Comptrollership line of business includes Financial Systems Management, Financial Reporting and Controls, Financial Operations, Compensation and Benefits, Regional Financial Services and Internal Audit Services. Comptrollership provides an accountability framework and systems that support GN mandates. Comptrollership serves as the key information resource and response mechanism on financial legislation, policies, directives and procedures. As well, it establishes and manages the form and content of the financial records and Public Accounts. Through Internal Audit Services, it provides the departments and agencies of the GN with independent and objective assurance and consulting activities designed to add value and improve the GN's operations.

Objectives

- Develop, operate, maintain and monitor the government-wide accountability framework, financial information systems and related processes, and provide accounting and financial operations support services to GN departments and public agencies.
- Prepare annual Public Accounts through consolidation of departmental and public agencies' financial statements.
- Develop, maintain and monitor accounting policies included in the Financial Administration Manual (FAM) and supporting procedures manuals for financial administration and systems.
- Conduct various types of engagements, in order to assist the departments and public agencies in the effective discharge of their responsibilities by providing independent and objective assurance and advisory services.
- Bring a systematic and disciplined approach to evaluating and improving the effectiveness of the departments and public agencies' risk management, controls, and governance processes.
- Conduct various engagements such as compliance, operational/performance, investigative, financial assurance, and provide advisory services.
- Assist the Office of the Auditor General with yearend audit tasks.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Financial Systems Management	2,383	**2,262**	2,260	2,258

Financial Systems Management develops and maintains central accounting and financial systems. It is responsible for the development, implementation and management of the government's principal accounting systems and financial applications used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include: FreeBalance; e-Personality; Access

Direct Online; Purchasing Card System; Crystal Reporting; User Defined Report systems; and other financial software as required.

Financial Reporting and Controls 1,594 **1,413** 1,446 1,445

Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and it provides accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General (OAG) for the annual financial audit of the Public Accounts.

Financial Operations 2,492 **3,089** 3,084 3,084

Financial Operations provides leadership to Government of Nunavut departments and public agencies for: accounting support services; ensuring the accuracy, compliance and confidentiality of accounting records; and for the provision of related training and support to ensure that all public funds are being appropriately expended, collected and recorded. This program manages the accounts payable and receivable functions and is responsible for the disbursements under the Consolidated Revenue Fund. Financial Operations also manages the expenditure voucher and payment accounting functions. In addition, Financial operations provides the Finance department's own financial accounting and payment services.

Compensation and Benefits 2,147 **2,548** 2,537 2,528

Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module of the Government's Human Resources Information System in conjunction with Accounting Policy and Financial Systems Management.

Regional Financial Services 5,080 **5,412** 5,425 5,447

Regional Financial Services manages accounts payable, accounts receivable, collection activities, account reconciliation, and the payroll and benefit services to the Government of Nunavut's decentralized offices located in the three regions outside of Iqaluit. The program also performs compliance reviews, special reviews, regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

Internal Audit Services 1,176 **1,321** 1,334 1,323

IAS supports the departments and public agencies of the Government of Nunavut by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. IAS activity helps the Government of Nunavut accomplish its goals and objectives by carrying out a systematic review of operations for the purpose of advising as to the effectiveness, efficiency, and economy of Government of Nunavut policies, practices, procedures, controls and to make recommendations for improvements.

Total, Comptrollership	**14,872**	**16,045**	**16,086**	**16,085**

Priorities (2010-2011)

- Provide training and reference materials at all stages of the GN's Accounts Payable cycle; from vendors understanding what source documentation is required, to program officers able to efficiently review and approve payments through to the physical payment of the invoice.
  Status: *Complete. Internal information and training was provided through the Program Manager's Handbook and externally through a vendor-focused brochure.*

- Implement measures to reduce the amount and average age of accounts receivable.
  Status: *Ongoing. Continue to leverage progress made with departments. Numerous accounts have been written off. Forgiveness of Debts legislation was passed in the Legislative Assembly and a collections agency was selected through an RFP process.*

- Develop a strategic plan for the development of an effective payroll and benefits module of the GN Human Resources Information systems and processes
  Status: *Complete. The payroll and benefits and staffing modules of the current GN Human Resources Information system were upgraded from P2K to ePersonality.*

- Continue to deliver the mandated priorities of the Strengthening Financial Management initiative, as per its implementation schedule.
  Status: *Ongoing. Various review procedures were applied to the Year End Public Accounts Process. Effective solutions for significant known accounting control and audit issues were implemented. They include: fine tuning of consolidation Excel spreadsheet models; completion of a documented approach to perform reconciliations with respect to Territorial Corporations; and the development of an appropriate template and process supporting the preparation of summary consolidated budget information for disclosure in the Public Accounts.*

- Ensure that the appropriate mix of assurance services are fully executed based on IAS's annual audit plan and established timelines.
  Status: *Complete. IAS established an annual audit plan based on the risk*

assessment of all departments and public agencies. The audit plan also includes audit requests, work in progress for audits initiated in the prior year, and follow up audits from prior years. IAS also established individual hourly budgets for each planned audit.

- Initiate an independent quality review of IAS operations with a view towards maximizing the effectiveness of the Branch.
  Status: *Complete. IAS has initiated an internal review process and is continuing work on improving processes to ensure that the quality assessment performed by the independent external reviewer is successful. IAS has scheduled the external quality assessment for January 2011.*

Priorities (2011-2012)

- With the Department of Human Resources, implement a Leave and Benefits module for the GN Human Resources Information systems and processes.
- Implement measures to further reduce the amount and average age of accounts receivable.
- Continue to deliver the mandated priorities of the Strengthening Financial Management initiative, as per implementation schedule.
- Develop efficiencies in the Accounts Payable process to ensure timely payment of accounts.
- Ensure that the appropriate mix of assurance services are fully executed based on IAS's annual audit plan and budgeted hours.
- Incorporate the results of the independent operational review into the risk based audit plan, employee work plans and the daily procedures of the IAS.
- Implement the use of a computer assisted audit tool, which will enable IAS to effectively and efficiently access and analyze all transactional data of the audited entity process. This tool will assist in the performance of investigative audits by facilitating the sampling of large data sets, which will allow IAS to find irregularities or patterns in transactions that could indicate control weaknesses or fraud.

Priorities (2012-13)

- Finalize the Strengthening Financial Management projects and use the outcomes from the project as a springboard to further contribute to a professionally staffed, financial system, backed up by a modern computer network system.
- Reduce average age of receivables to less than 120 days outstanding.

- Perform a comprehensive internal review of the IASB's methods and systems (e.g. Team Mate auditing software and time management software) to ensure the IASB has the most modern tools at its disposal and is able to operate at peak efficiency.
- Implementation of a continuous auditing process, using the computer assisted audit tools, which will assist with the evaluation of compliance with policies, procedures, and regulations on more frequent and timely basis.

Priorities (2013-14)

- Finalize an internal Procedures Manual for the preparation of Public Accounts.
- Implement electronic workflow and invoice authorization for Accounts Payable.
- Conduct various assurance engagements in a manner that will assist the GN with maximizing resources and accomplishing their strategic goals and objectives.
- Maintain a good working relationship with the GN's departments and public agencies and reflect all feedback, in our future audits, provided by the audit clients.
- Monitor changes to professional standards to identify changes that would affect our operations, to ensure they are incorporated into our audit methodology.
- Review and evaluate the existing accounting system. Initiate research and planning sessions for implementation of any possible changes to the existing accounting system.
- Strengthen and improve the quality of payroll and benefits service provided to all GN employees through improved training programs.

Centrally Administered Funds

The Centrally Administered Funds line of business includes Employee Benefits, Capital Lease, Insurance and Energy Subsidies and Contribution programs. Centrally Administered Funds ensures that a number of GN activities, assets and commitments are honoured and protected. It also provides some benefits to GN employees under the agreement between the public service and the government and energy subsidies to Nunavummiut.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Employee Benefits	13,122	**15,361**	15,712	16,081
Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, medical travel and other benefits for Government of Nunavut employees.				
Capital Leases	10,105	**10,401**	10,402	10,410
Capital Leases provides the interest and amortization payments for the Government of Nunavut's leased office buildings that were acquired as part of the Nunavut Incremental Infrastructure program, as well as the Arviat Health Centre and the Winnipeg Boarding Home. It also pays the interest on the mortgage for the Sivummut Building in Iqaluit.				
GN Insurance	4,100	**4,860**	5,346	5,881
GN Insurance, which provides liability insurance coverage for Government of Nunavut activities and assets, is a component of the Government of Nunavut's risk management function.				
Energy Subsidies and Contributions	7,400	**7,400**	7,400	7,400
Energy Subsidies and Contributions provide equitable power rates throughout Nunavut to residential customers to encourage private home ownership and to small commercial enterprises to support the development of local business.				
Total, Centrally Administered Funds	**34,727**	**38,022**	**38,860**	**39,772**

Appendix: Financial Summary

DEPARTMENT OF FINANCE

Branch	2010 – 2011 Main Estimates		2011 – 2012 Main Estimates		2012 – 2013 Planned		2013 – 2014 Planned	
	$000	PYs	$000	PYs	$000	PYs	$000	PYs
DIRECTORATE								
Salary	907	7.0	**1,030**	**7.0**	1,062	7.0	1,073	7.0
Grants & Contributions	–		**–**		–		–	
Other O&M	320		**144**		143		139	
Subtotal	**1,227**		**1,174**		**1,205**		**1,212**	
POLICY AND PLANNING								
Salary	2,836	41.0	**2,650**	**41.0**	2,650	41.0	2,654	41.0
Grants & Contributions	–		**–**		–		–	
Other O&M	560		**635**		577		568	
Subtotal	**3,396**		**3,285**		**3,227**		**3,222**	
FINANCIAL MANAGEMENT								
Salary	2,462	24.0	**2,459**	**24.0**	2,459	24.0	2,461	24.0
Grants & Contributions	–		**–**		–		–	
Other O&M	353		**362**		356		353	
Subtotal	**2,815**		**2,821**		**2,815**		**2,814**	
COMPTROLLERSHIP								
Salary	12,004	137.0	**13,703**	**137.0**	13,703	137.0	13,716	137.0
Grants & Contributions	–		**–**		–		–	
Other O&M	2,868		**2,342**		2,383		2,369	
Subtotal	**14,872**		**16,045**		**16,086**		**16,085**	
CENTRALLY ADMINISTERED FUNDS								
Salary	3,422	–	**3,407**	**–**	3,399	–	3,399	–
Grants & Contributions	7,400		**7,400**		7,400		7,400	
Other O&M	23,905		**27,215**		28,061		28,973	
Subtotal	**34,727**		**38,022**		**38,860**		**39,772**	
TOTAL	**57,037**	**209.0**	**61,347**	**209.0**	**62,193**	**209.0**	**63,105**	**209.0**

Department of
Human Resources

Business Plan

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CORE BUSINESS

The programs of the Department of Human Resources are described below, within five lines of business:

	Budget ($000)			
	2010-2011	**2011-2012**	**2012-2013**	**2013-2014**
Directorate	3,557	3,557	3,557	3,557
Recruiting and Staffing	5,699	6,989	6,989	6,989
Community Operations	3,092	3,092	3,092	3,092
Training and Development	7,307	7,306	7,306	7,306
Employee Relations and Job Evaluation	3,175	3,176	3,176	3,176
TOTAL	**22,830**	**24,120**	**24,120**	**24,120**

Directorate

The Directorate, in a client services environment, provides overall management and leadership for the department in core areas including strategic planning, Inuit employment planning, policy research and development, communications, financial management, budget development and monitoring, systems support, and human resources development ensuring that the specific goals, objectives and priorities of the department and the GN are achieved.

Objectives

- To oversee the management and operations of the department.
- To provide quality and timely policy review, development and advice to the department.
- To provide sound and effective financial, systems, human resources and administrative services.
- To lead the GN in the development of a government-wide Inuit Employment Plan (IEP).
- To provide leadership in the development of human resources systems.
- To provide guidance and direction in the development of GN human resources strategy.
- To support the GN in fulfilling its legal obligation under Article 23 of the Nunavut Land Claims Agreement (NLCA).
- To monitor and report NLCA beneficiary representation in the GN public service.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Deputy Minister	395	**395**	395	395

The Deputy Minister is responsible for the effective overall direction of the department's human and financial resources, for overseeing the successful implementation of the Inuit Employment Plan under Article 23 of the NLCA, and for directing the development and consistent application of departmental policies, priorities, standards and procedures for the delivery of human resource programs and services.

Assistant Deputy Minister	237	**237**	237	237

The Assistant Deputy Minister provides leadership and management in areas of strategic recruitment, beneficiary representation, staffing and capacity building. The Assistant Deputy Minister oversees the department's regional operations, as well as the Recruiting and Staffing Division.

Planning and Policy	780	**780**	780	780

Policy and Planning provides leadership in the review and development of departmental policies and legislation. Policy and planning is also responsible for coordinating departmental planning and Inuit employment planning, providing policy advice and support to the Deputy Minister's office and coordinating the administration of Access to Information and Protection of Privacy (ATIPP) requests for the department.

This line of business also assists departments in implementing their Inuit Employment Plans, provides research into recruitment and retention strategies, provides support in developing human resource planning and evaluation frameworks, and helps with succession planning. The division communicates progress of Inuit representation to Deputy Ministers, departments, organizations, boards, and agencies and monitors departmental compliance with Article 23 obligations.

Corporate Services	2,145	**2,145**	2,145	2,145

Corporate Services is responsible for administrative systems and support services to both the department and the GN. Corporate Services provides financial support to the department including financial planning, budgetary analysis, and expenditure control and contract advisory services. This line of business provides human resources services to the department, coordinates the preparation of departmental specific Inuit Employment Plans, and monitors departmental leave and attendance. Corporate Services also provides development, implementation, and maintenance services for the GN human resources website, the human resources information system, and Human Resources systems training.

Total, Directorate	**3,557**	**3,557**	**3,557**	**3,557**

Priorities (2010-2011)

- Complete a GN-wide Inuit Employment Plan (IEP) for 2010 – 2013 concentrating on the development of GN-wide initiatives.
  Status: *Co-ordinated the development of a GN-wide Inuit Employment plan for 2010/2011 as part of the 2010-2013 Business Plan. The department remains committed to coordinating a comprehensive and multi-year GN Inuit Employment Plan.*

- Develop an evaluation framework for the Inuit Employment Plan complete with performance measures.
  Status: *The re-organization of the Human Resources department, based upon input from stakeholders, has provided a functional framework for Inuit employment planning with leadership to be provided by the Inuit Employment Planning Steering Committee.*

- In collaboration with our stakeholders, develop a comprehensive implementation strategy to address the language of work requirements of the *Inuit Language Protection Act.*
  Status: *The department has consulted with stakeholders to address the language of work requirements of the Inuit Language Protection Act.*

- Implement organizational changes as a result of a functional and organizational review of the Department of Human Resources.
  Status: *The departmental reorganization was approved September 2010 and will be implemented by December 31, 2011. An implementation plan has been drafted.*

- Prepare a response to the audit report on Human Resources Capacity from the Office of the Auditor General and develop an action plan to address concerns.
  Status: *The department appeared before Standing Committee in September 2010 and presented a detailed Action Plan to address the Auditor General's findings over a short, medium, and long term timeline.*

- Begin the process of updating the *Public Service Act.*
  Status: *The department examined consultants' reports outlining inter jurisdictional review and unique Nunavut requirements. Draft legislative amendments have been prepared. A working committee continues to address and review specific issues to ensure all areas of the Act are addressed.*

- Implement upgrade to ePersonality with a "go live" date in the first quarter of the fiscal year.
  Status: *The upgrade to ePersonality has been completed, with a "go live" date of November 15, 2010.*

- Implement a report website for P2K to automate the access to departmental human resources management and information data, in collaboration with the Departments of Finance, Community and Government Services and Executive and Intergovernmental Affairs.
  Status: *A report website for P2K has been implemented. This functionality is now also available in the new ePersonality.*

- Collaborate with the Employee Relations and Job Evaluation division on the implementation of the job evaluation module for ePersonality.
  Status: *This module will be implemented by March 31, 2011.*

- Implement a Senior Manager's Handbook.
  Status: *The Senior Managers Handbook has been updated and reviewed by Legal Division. The Handbook will be hosted on the website prior to March 31, 2011.*

Priorities (2011-2012):

- In collaboration with stakeholders, develop an extensive government-wide Human Resources Strategy.
- Establish a departmental Inuit Employment Planning Steering Committee to provide leadership in the development of Inuit employment strategies, programs and services.
- Craft a comprehensive and multi-year GN-wide Inuit Employment Plan, in collaboration with all GN departments.
- Continue with *Public Service Act* renewal, develop a discussion paper and informational HR website to highlight the Public Service Act renewal, prepare consultation strategy, and focus on review of consultations and final recommendations before legislative drafting.
- Implement the medium term objectives of action plan to address concerns of the OAG on Human Resources Capacity Audit.
- Develop and implement a mandatory performance management policy for the GN.
- Collaborate with the Recruiting & Staffing and the Employee Relations & Job Evaluation divisions on implementation of the recruitment & selection and the employee relations modules of ePersonality.
- Complete the final phase of the Human Resources departmental reorganization.

Priorities (2012-2013):

- Evaluate GN IEP initiatives, and address the issues identified in the evaluation.
- Continue with *Public Service Act* renewal, implement recommended changes and introduce the legislation though the Standing Committee of the Legislature and

make preparations for legislative appearances as determined by the legislative process.

- Complete implementation of the medium term objectives of the action plan to address concerns of the OAG on Human Resources Capacity Audit.
- Coordinate and monitor implementation of the GN-wide Inuit Employment Plan.
- Collaborate with the Training and Development and Employee Relations Job Evaluation divisions on the implementation of the training and development, and occupational health and safety modules of ePersonality.
- Develop an internal communications strategy to generate awareness and promote programs and services of the reorganized Human Resources department.

Priorities (2013-2014)

- Conduct a review to analyze all IEP initiatives and assist in the establishment of long-term goals for Inuit representation in the public service.
- Implement a renewed *Public Service Act*, and incorporate updates to the HR Manual directives and handbooks.
- Implement the long term objectives of the action plan to address concerns of the OAG on Human Resources Capacity Audit.
- Coordinate and monitor implementation of the GN-wide Inuit Employment Plan.
- Implement the Human Resources department communications strategy.
- In collaboration with the Employee Relations and Job Evaluation division, implement an evaluation process for performance management program.

Recruiting and Staffing

The Recruiting and Staffing division works in collaboration with GN departments to develop and implement recruitment initiatives to address workforce needs, in particular the achievement of the GN's Inuit employment priorities. The division develops policies and procedures to support the staffing function and manages centralized staffing services for the GN, including the employee relocation program.

Objectives

- To provide leadership in strategic recruitment, in particular initiatives that tend to increase Inuit employment.
- To promote and ensure compliance with the Priority Hiring Policy.
- To manage a fair and transparent recruitment and staffing process.
- To provide excellence in the quality and timeliness of advice and services to government departments on all recruitment and staffing matters.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Recruiting and Staffing	2,326	**2,326**	2,326	2,326

The program manages centralized recruiting and staffing services for the Government of Nunavut, with the exception of teachers (Department of Education), specialized health care employees (Department of Health and Social Services), Qulliq Energy Corporation (QEC) and college staff (Nunavut Arctic College). This includes recruitment of candidates, screening of applications, interviews, and selection of successful candidates, reference checks, job offers, exit interview processes and relocation services.

Summer Student Employment Equity Program	950	**950**	950	950

This program provides employment opportunities in the public sector for high school and post-secondary students to gain skills, knowledge and abilities in areas of interest and/or study. The GN Priority Hiring Policy applies for all summer student positions within the program.

Relocation	2,423	**3,713**	3,713	3,713

This program administers the relocation of GN employees, excluding teachers, specialized health care positions, Qulliq Energy Corporation and staff of Nunavut Arctic College. The relocation program directly supports the staffing process.

Total, Recruiting & Staffing	**5,699**	**6,989**	**6,989**	**6,989**

Priorities (2010-2011):

- Develop and implement strategic measures to increase the recruitment of professionals (accountants, computer specialist, lawyers, and engineers).
  Status: *The department has been working actively with hiring departments including Finance, Community and Government Services, Health and Social Services, and Economic Development and Transportation to identify additional ways to attract qualified candidates. There has been increased use of professional websites, journals, magazines, newsletters and newspapers when advertising technical, hard-to-fill positions. Targeted recruitment through post-secondary education and training institutions is also being undertaken (for example, dental therapists and laboratory technicians).*

- Launch the compliance audit tools to audit delegated recruitment of Nunavut Arctic College, Qulliq Energy Corporation and Health and Social Services competitions.

Status: *Audit templates will be finalized by March 31, 2011 with compliance audits scheduled to begin in 2011-2012.*

- Develop program specific training for staff to ensure the staffing processes; procedures and reporting are consistently applied across the GN.
  Status: *A number of staffing related training sessions are held on a regular basis including interviewing techniques, relocation and panel member training. A Human Resources Coordinators Committee is in place and meets regularly. This committee is chaired by the Assistant Deputy Minister and provides an opportunity to share staffing processes, and discuss and resolve staffing issues.*

- Develop a government-wide Recruitment and Retention Strategy.
  Status: *GN-wide recruitment and retention initiatives will be detailed in the comprehensive GN Human Resources Strategy which will be developed by the department during 2011-2012.*

Priorities (2011-2012)

- Establish new processes to increase efficiency in the staffing process including internal competitions, priority positions, a job candidate registry, and position eligibility lists.
- Develop standards of service for the staffing processes.
- Review and revise transfer assignment and direct appointment processes.
- Undertake a review of the Summer Student Employment Equity Program.
- Review and revise the exit interview process.
- Implement the compliance audit tools for Nunavut Arctic College, Qulliq Energy Corporation and Health and Social Services competitions.

Priorities (2012-2013)

- Continue to implement new recruitment strategies, including initiatives aimed at Inuit youth.
- Work with all GN departments and agencies to effectively implement the staffing processes, systems and standards of service introduced in 2011-2012.

Priorities (2013-2014)

- Continue to implement recruitment and staffing components of the GN Human Resources Strategy.
- Complete an assessment of the effectiveness of overall recruitment and staffing practices.

Community Operations

Community Operations is responsible for the delivery of human resources programs and services in the communities outside Iqaluit. Services are provided from three regional offices in Igloolik, Rankin Inlet and Cambridge Bay. Reporting to the Assistant Deputy Minister of Human Resources, these regional offices provide staffing services and offer a wide variety of training and development programs. Community Operations is also responsible for coordinating employee relations and job evaluation referrals.

Objectives

- To provide leadership and coordination for the department's human resources planning and development activities including Inuit employment planning, training and development, employee orientation, and career development.
- To ensure that community and regional perspectives are incorporated into departmental initiatives.
- To provide quality and timely staffing services to client departments.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Community Operations	3,092	**3,092**	3,092	3,092

Community Operations delivers departmental programs and services (staffing, employee relocation, and training and development) at the regional level and coordinates referrals on other specialized human resources matters to the department's headquarters. Community Operations participates in the development and implementation of new human resources initiatives with a particular emphasis on training and skill development of employees working in decentralized and non-decentralized communities.

Total, Community Operations	**3,092**	**3,092**	**3,092**	**3,092**

Priorities (2010-2011)

- Participate in the development of the recruitment and retention strategy to ensure a community focused approach.
  Status: *Community Operations will be extensively consulted in the development of the Human Resources Strategy in 2011-2012.*

- Identify the GN department's training and development needs at the regional/community level.

Status: *Training needs surveys are completed by employees and assist regions in developing their annual training calendars. Community Operations directors also meet regularly with their counterparts in other GN departments and discuss training needs and upcoming training and development activities.*

Priorities (2011-2012):

- Participate in the implementation of the government-wide Human Resources Strategy.
- Assist in the development of new staffing processes and ensure timely integration at the regional level.

Priorities (2012-2013):

- Develop new career development mechanism for regional HR staff, including job rotation placements at headquarters and/or other regional offices.

Priorities (2013-2014):

- Participate in the assessment of the departmental recruitment and staffing practices.

Training and Development

The Training and Development division provides advice, assistance, and support to departments and managers in training and developing their staff, and develops policies and procedures that constitute the framework for training and development across the public service. The division designs, develops, and delivers training and development programs for GN employees including orientation, courses and workshops, language training, occupational training, and accredited learning opportunities. The division also provides training support and funding for internship positions within the GN.

Objectives

- To provide high quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.
- To promote a continuous learning environment throughout the public service.
- To ensure that learning opportunities are equitably distributed throughout the public service.
- To assist individuals, managers, and teams in customizing learning activities to address their unique training and development needs.
- To develop tools to support and work towards increasing beneficiary representation in the GN public service.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14

Training and Development	7,307	**7,306**	7,306	7,306

Specific training and development programs include: Learning and Development (short/general skills courses and occupational training programs), Inuktitut/Inuinnaqtun Language Training, Employee Orientation, Cultural Orientation, Sivuliqtiksat Internship Program, Learning Plan Development, Mentoring, Training Fund, and Assistant Deputy Minister and management development initiatives.

Total, Training & Development	7,307	**7,306**	7,306	7,306

Priorities (2010-2011)

- Develop a Communications Program under the Occupational Training Programs.
  Status: *The division is working with EIA's Communications Division to develop a communications program under the Occupational Training Programs.*

- Develop and deliver Client Service Training for departments.
  Status: *The department is reviewing existing Client Service training programs for course content and feasibility. Once completed, priority for Client Service training will be offered to front line administrators.*

- Develop a Cultural Program framework.
  Status: *The development of this framework has been initiated. Course contents are being extracted from the existing Cultural Orientation Program.*

- In collaboration with the Department of Culture, Language, Elders and Youth, develop tools that support the development and delivery of a comprehensive language training program for GN employees.
  Status: *The department has collaborated with the Department of Culture, Language, Elders, and Youth in the development of tools that support language training.*

- Create a GN-wide Career Planning Framework
  Status: *The Department of Human Resources is part of the Department of Education's interim Career Development Framework Working Group. The department will play a key role in implementing the career development strategies for GN employees identified in the Career Development Framework.*

Priorities (2011-2012)

- Develop an implementation plan and begin implementing the training component of the Human Resources Strategy.

- Deliver the Communications Program under the Occupational Training Programs.

- Develop and deliver accredited employee training programs from recognized educational institutions.
- Deliver the Cultural Program.
- Implement a GN-wide Career Planning Framework
- Increase GN employee access to Inuit Language training opportunities.

Priorities (2012-2013)

- Develop a training framework in collaboration with our stakeholders to increase human resources capacity within the public service.
- Evaluate the GN-wide Career Planning Framework.
- Continue to collaborate with stakeholders on the development and delivery of specialized language programs.

Priorities (2013-2014)

- Evaluate and assess the quality and effectiveness of all occupational training programs.
- Identify and implement best practices to improve participation and completion rates of training programs with low participation rates and completion rates.
- Implement the training framework developed in 2012-2013.

Employee Relations and Job Evaluation

Employee Relations provides professional employee relations advice and services to departments and agencies. The department contributes to the GN's overall ability to attract, retain, and fairly compensate employees through the collective bargaining process. Employee Relations administers and interprets collective agreements, manages a culturally sensitive dispute resolution process, provides a workplace health, safety and wellness and Inuit values program for the benefit of all employees, as well as coordinates the Employee Recognition program.

Job Evaluation provides advice and assistance to departments and agencies on organizational design and job evaluation for all (non-teaching) positions in the public service using the Hay Job Evaluation System to promote a consistent and fair classification structure for GN employees. The division also assists departments and agencies by providing job description writing training and bilingual bonus administration.

Objectives

- Provide leadership and guidance reflecting Inuit values in the administration of Workplace Health, Safety, and Wellness program.
- Develop employee relations processes that support and work toward increasing beneficiary representation in the GN.
- Lead the GN in collective bargaining/negotiations internally and represent the GN in external negotiations as mandated.
- Lead in the coordination of employee recognition, performance management, and attendance management programs.
- Provide labour relations expertise in the interpretation of human resource policies, legislation, and collective agreements.
- Provide timely and accurate job evaluation services to support recruitment for all GN departments, agencies and corporations.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Employee Relations	1,824	**1,824**	1,824	1,824
Provides professional employee relations advice and services to departments and leads collective bargaining for the GN as mandated.				
Workplace Wellness. Safety, and Inuit Values	570	**570**	570	570
The Workplace Wellness, Safety, and Inuit Values program incorporates Inuit values and is designed to assist GN employees and their families in maintaining and/or improving their overall safety and wellbeing.				
Job Evaluation	781	**781**	781	781
The program maintains a fair and transparent classification system for the public service. In addition, job description writing training, bilingual bonus administration, and bargaining unit exclusions are provided. Advice is provided on department organizational design.				
Total, Employee Relations & Job Evaluation	3,175	**3,175**	3,175	3,175

Priorities (2010-2011):

- Develop a Workplace Conflict Resolution Program for the Government of Nunavut. ***Status:*** *Continue development of the Workplace Conflict Resolution Program with the Nunavut Employees Union representatives. The program will be presented for further consultation.*

- Develop and implement an Attendance Management Program for the Government of Nunavut.
  Status: *The Attendance Management Program has been developed, along with an implementation plan for program delivery.*

- Deliver the Performance Management Program
  Status: *The Performance Management Program has been implemented and to date three performance management training sessions have been held. An on-line survey on program perception resulted in 187 responses that will be used to establish a baseline for future program improvements.*

- Review and update the GN Occupational, Health and Safety Program.
  Status: *Discussions have begun to develop a comprehensive OH&S Program which will be reflective of the Safety Act.*

- Develop a comprehensive wellness communication plan to promote workplace health and self-reliance.
  Status: *A comprehensive wellness communication plan is in the early stages of research and development with further work scheduled for 2011/12.*

- Monitor and review reports generated by the new Job Evaluation database.
  Status: *Quarterly reports from the Job Evaluation database are being monitored and reviewed.*

- Evaluate the Job Evaluation Monitoring Program to ensure that evaluation results are fair and consistent across the public service.
  Status: *The Job Evaluation Monitoring Program is being monitored to cross-check job families that will ensure fair and consistent evaluations.*

- Collaborate with Corporate Services on the implementation of the job evaluation module for ePersonality.
  Status: *Upgrading to ePersonality was completed November 15, 2010, with training completed and a fully functional system to be ready by March 2011.*

- Increase client awareness of the responsibilities of the Job Evaluation division with a view to providing improved support to departments.
  Status: *Job Evaluation continues to monitor its support to departments, maintains a consistent level of service and provides job evaluation training for departments.*

Priorities (2011-2012):

- Implement the Workplace Conflict Resolution and the Attendance Management programs.

- Develop the tools to assess how the Attendance Management program is working.
- Evaluate the GN Performance Management, and Occupational, Health and Safety programs.
- Develop a comprehensive wellness communication plan to promote workplace health, self-reliance and Inuit values in the workplace.
- Review the Job Evaluation processes, identify deficiencies, and develop an action plan to improve processes.

Priorities (2012-2013):

- Evaluate the attendance management, workplace conflict resolution, and workplace wellness programs.
- Evaluate changes to the Job Evaluation process.
- Deliver the comprehensive wellness communication plan.

Priorities (2013-2014)

- Develop a plan to identify GN workplace injury trends and prevention initiatives.
- Implement the identified improvements to the following programs: attendance management program, workplace conflict resolution program, and workplace wellness program.
- Implement the acknowledged improvements to Job Evaluation processes.

Appendix I: Financial Summary

Branch	2010 – 2011 Main Estimates		2011 – 2012 Main Estimates		2012 – 2013 Planned		2013 – 2014 Planned	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
DIRECTORATE								
Compensation and Benefits	2,874	23	**2.874**	**23**	2,874	23	2,874	37
Grants & Contributions	-		-		-		-	
Other O&M	683		**683**		683		683	
Subtotal	**3,557**		**3,557**		**3,557**		**3,557**	
RECRUITING AND STAFFING								
Compensation and Benefits	5,114	14	**6,404**	**14**	6,404	14	6.404	18
Grants & Contributions			-		-		-	
Other O&M	585		**585**		585		585	
Subtotal	**5,699**		**6,989**		**6,989**		**6,9890**	
COMMUNITY OPERATIONS								
Compensation and Benefits	2,495	20	**2,495**	**20**	2,495	20	2,495	20
Grants & Contributions	-		-		-		-	
Other O&M	597		**597**		597		597	
Subtotal	**3,092**		**3,092**		**3,092**		**3,092**	
TRAINING AND DEVELOPMENT								
Compensation and Benefits	3,331	28	**3,331**	**28**	3,331	28	3,331	28
Grants & Contributions	-		-		-		-	
Other O&M	3,976		**3,975**		3,975		3,975	
Subtotal	**7,307**		**7,306**		**7,306**		**7.306**	
EMPLOYEE RELATIONS AND JOB EVALUATION								
Compensation and Benefits	2,400	19	**2,400**	**19**	2,400	19	2,400	19
Grants & Contributions	-		-				-	
Other O&M	775		**776**		776		776	
Subtotal	**3,175**		**3,176**		**3,176**		**3.176**	
TOTAL	**22,830**	**104**	**24,120**	**104**	**24,120**	**104**	**24,120**	**104**

Department of
Justice

Business
Plan

2011-2014

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CORE BUSINESS

The programs of the Department of Justice are described below, within the following lines of business:

	Budget ($000)			
	2010-11	**2011-12**	**2013-13**	**2013-14**
Advisory and Administrative Services	10,956	**13,346**	13,346	13,346
Law Enforcement	26,110	**27,317**	27,217	27,217
Legal Support Services	3,180	**3,180**	3,180	3,180
Court Services	8,103	**8,103**	8,103	8,103
Legal Registries	1,315	**1,315**	1,315	1,315
Corrections	23,527	**30,502**	31,156	31,066
Community Justice	4,861	**4,624**	4,624	4,624
TOTAL	**78,052**	**88,387**	**88,941**	**88,851**

Advisory and Administrative Services

Advisory and Administrative Services includes three programs: Office of the Deputy Minister, the Assistant Deputy Minister, and the Assistant Deputy Attorney General, Policy and Planning, and Corporate Services. This line of business provides the overall leadership, policy development and planning, human resources, training administration, and financial and administrative support.

Objectives

- To provide leadership for the department in order to ensure its goals, objectives and priorities are met.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To work with other departments, communities and governments to continuously improve the administration of justice in Nunavut.
- To consider *Tamapta* as part of Department of Justice policy and program decisions, and to incorporate *Tamapta* into the policy development process.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To provide policy direction and act as liaison between the Government of Nunavut and the RCMP, and ensure that policing services in Nunavut meet the needs of Nunavummiut.
- To provide support services to the other divisions of the Department of Justice in financial administration, policy development, and human resources functions.

<table>
<tr><th>Programs</th><th>Budget ($000)</th><th>2010-11</th><th>2011-12</th><th>20012-13</th><th>2013-14</th></tr>
<tr><td colspan="6">Deputy Minister's (DM)/Assistant Deputy Minister's (ADM) Office</td></tr>
<tr><td colspan="2">Assistant Deputy Attorney General</td><td>1,633</td><td>1,633</td><td>1,633</td><td>1,633</td></tr>
<tr><td colspan="6">The Deputy Minister (DM)/ Deputy Attorney General (DAG), Assistant Deputy Minister (ADM) and the Assistant Deputy Attorney General's (ADAG) Office is responsible for the overall management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies and budgets, and ensuring that priorities and directives are followed. The Deputy Minister/ Deputy Attorney General is the official legal advisor to the Cabinet and the Government of Nunavut. The ADM oversees the Community Justice Division and the RCMP policing file. The ADM also oversees the Office of the Public Trustee program which administers trusts on behalf of minors, and administers estates and trusts of Nunavut residents who die without a Will or are in need of protection because of disability.</td></tr>
<tr><td colspan="2">Corporate Services</td><td>8,566</td><td>10,956</td><td>10,956</td><td>10,956</td></tr>
<tr><td colspan="6">The Corporate Services division provides a full range of financial, staffing/training, administrative management and support services to the department. The division also oversees the financial aspects of the policing agreements, and manages the human resources functions for the department. The division is also responsible for the Inuit Employment Plan. The division also provides contributions to both the Legal Services Board and the Human Rights Tribunal for their operations in Nunavut.</td></tr>
<tr><td colspan="2">Policy and Planning</td><td>757</td><td>757</td><td>757</td><td>757</td></tr>
<tr><td colspan="6">The Policy and Planning division is responsible for developing departmental policy and legislative research proposals; analyzing departmental policies; business plan development; conducting justice consultations with other departments, communities and governments; and developing departmental responses to justice issues. In addition, the division is responsible for coordinating the department's <i>Tamapta</i> strategy.</td></tr>
<tr><td colspan="2">Total Advisory and Administrative Services</td><td>10,956</td><td>13,346</td><td>13,346</td><td>13,346</td></tr>
</table>

Priorities (2010-11)

- Complete community consultations on the Wills Kit and distribute the kit across Nunavut.

  Status: *It is anticipated that the department will complete internal consultations prior to the end of the 2010-11 fiscal year. Once these consultations are concluded, community members will be consulted to add their input to the Wills Kit. This will remain a priority of Justice in 2011/12.*

- Develop options for a Healthy Relationships Court in Nunavut, incorporating advice and consultations with the Clyde River Family Justice Centre and Nunavut Community Justice Committees generally.

Status: *A one year pilot project to develop a Healthy Relationships Court is in the works, and at the end of the pilot project, an independent evaluation will be conducted to determine the effectiveness of the Court.*

- Develop processes to actively involve Community Justice Committees in the reintegration of offenders after incarceration.

  Status: *The Department of Justice hosted its second conference for Community Justice Committee Members in Iqaluit from September 28-30, 2010, including as one of the topics for discussion "Supporting offender reintegration".*

- Devote greater resources and training to Community Justice Committees.

  Status: *As a commitment to training the Department of Justice hosted its second conference for Community Justice Committee Members in Iqaluit from September 28-30, 2010.*

- Increase the number of, and training provided to, Justices of the Peace.

  Status: *Training for JPs is ongoing and includes specialized training and refresher courses. The Ontario Justice of the Peace training program will have trained 5 Nunavut JPs on interim release this fiscal year. Additional training will be provided over the next fiscal year.*

- Investigate and remove barriers to recruiting bilingual RCMP Special Constables into communities.

  Status: *The RCMP National Aboriginal Policing Services division in partnership with the Government of Nunavut Department of Justice and "V' Division is presently in the process of completing recruitment of the first class or cadre of Aboriginal Community Officers.*

Priorities (2011-12)

- Complete community consultations on the Wills Kit and distribute the kit across Nunavut.
- Continue to provide and expand training to Justices of the Peace
- Increase the recruitment of bilingual RCMP Special Constables into communities.

Priorities (2012-13)

- Continue to provide and expand training to Justices of the Peace
- Increase the recruitment of bilingual RCMP Special Constables into communities.

Priorities (2013-14)

- Continue to provide and expand training to Justices of the Peace
- Increase the recruitment of bilingual RCMP Special Constables into communities.

Law Enforcement

Within the Department of Justice, senior management acts as a liaison between the Government of Nunavut and the Royal Canadian Mounted Police (RCMP), and oversees the financial aspects of federal/territorial policing agreements. The department contracts with Public Safety and Emergency Preparedness Canada for the provision of RCMP services under the Territorial Police Services Agreement.

Objectives

- Ensure a high quality of policing services in Nunavut.
- Manage the resources and services provided via the Nunavut/RCMP policing agreement contract.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Law Enforcement		26,110	**27,317**	27,217	27,217

Policing services are provided by the RCMP and contracted to the Government of Nunavut. The Nunavut Division – "V" Division – has personnel posted throughout the territory with detachments in 25 communities. There are 152 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.

Total, Law Enforcement		**26,110**	**27,317**	**27,217**	**27,217**

Priorities (2010-11)

- Increase the number of Inuktitut speaking staff at the RCMP call center.

  Status: *There are currently four Inuktitut speaking employees at the RCMP call Center. A YMCA Internship Program was approved to place four Inuktitut speaking interns into the call center to learn the aspects of the job and to compete for future postings.*

- Begin training Special Constables so that policing services provided are more responsive to the needs of all Nunavummiut.

  Status: *The RCMP National Aboriginal Policing Services division in partnership with the Government of Nunavut Department of Justice and "V' Division is presently in the process of completing recruitment of the first class or cadre of Aboriginal Community Officers.*

- Increase the minimum duration of mandatory service by RCMP members from two to four years.

Status: *This process has been approved by the Staffing Officers and is being well received by members. Members who are presently serving in Nunavut and want to extend their time here are taking advantage of this process.*

- The RCMP will work with the Justice department to provide input into the Liquor Act review.

Status: *The RCMP has suggested changes to the way large orders of alcohol are shipped into the territory and will continue to provide input into the Liquor Act Review.*

Priorities (2011-12)

- Continue efforts to increase capacity to communicate in the Inuit language within the RCMP in "V" Division.
- Continue efforts following the Liquor Act review to work with the Airlines and Canada Post to enhance their security measures relating to the conveyance of people and mail to and throughout the North.
- Support police efforts towards Nunavut's Suicide Prevention Strategy.
- Enhance intelligence gathering and information sharing throughout the North through a dedicated Crime Analyst.

Priorities (2012-13)

- Create a Police Youth Strategist position in Nunavut to travel to all communities and examine local issues, challenges and opportunities and to assist the local Detachment members with setting up proactive strategies.
- Continue efforts to increase capacity to communicate in the Inuit Language within the RCMP in "V" Division.
- Support police efforts towards Nunavut's Suicide Prevention Strategy.

Priorities (2013-14)

- Continue efforts to increase capacity to communicate in the Inuit language within the RCMP in "V" Division.
- Support police efforts towards Nunavut's Suicide Prevention Strategy.

Legal Support Services

Legal Support Services provides legal services to all government departments in order to assist them in carrying out their mandates and protect the government's legal interests. Program responsibilities include the provision of legal advice and representation to all departments and certain public agencies, and legal drafting.

Objectives

- To provide quality and timely legal advice to Cabinet and all government departments and certain public agencies.
- To represent the interests of the Government of Nunavut in all legal proceedings and in intergovernmental and other negotiations.
- To provide relevant legal training to government departments as appropriate.
- To provide high quality legislative drafting and translation services to the government.
- To provide the public with access to Nunavut's legislation.
- To maintain, revise and consolidate Nunavut's legislation.

Programs Budget ($000)	**2010-11**	**20011-12**	**2012-13**	**2013-14**
Legal and Constitutional Law	1,966	**1,966**	1,966	1,966
The Legal and Constitutional Law Division provides general legal services to Cabinet and all government departments and certain public agencies, and represents the interests of the Government of Nunavut in all court and tribunal proceedings and in intergovernmental and other negotiations. Divisional responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, aboriginal claims, implementation of the Nunavut Land Claims Agreement, Devolution, and the Charter of Rights and Freedoms), all litigation matters, and the drafting and review of major contracts.				
Legislation Division	1,214	**1,214**	1,214	1,214
Legislation Division has five main responsibilities. The division provides legislative advice, drafts all bills, regulations and appointments for the government the Assembly, and most statutory bodies; translates all Bills and some other instruments into Inuktitut; translates all Bills and all Regulations into French; registers, maintains, revises and consolidates the Acts and regulations of Nunavut; publishes as required by law the monthly *Nunavut Gazette* and a website to make the statutes, regulations and other instruments available to the public.				
Total, Legal Support Services	**3,180**	**3,180**	**3,180**	**3,180**

Priorities (2010-11)

- Fully staff the Legal and Constitutional Law Division with excellent Legal Counsel in order to provide quality and timely legal services.

  Status: *Currently there are 10 lawyer positions within the Legal and Constitutional Law Division, of which 9 positions are filled providing excellent* *legal counsel. Due to budgetary constraints the one Legal Counsel position currently vacant will not be filled during the 2010-11 Fiscal Year.*

- Continue progress in preparing consolidations of all Nunavut laws, with special emphasis on the Inuit Language version in order to comply with increased obligations under the new *Official Languages Act*.

Status: *Inuit Language services, including meaningful access to Nunavut Legislation in Inuktitut, will remain a priority for 2011-12.*

Priorities (2011-12)

- Ensure that the Legislation Division gains capacity to come into full compliance with *Official Languages Act*, ss. 10 and 11.
- Maintain a full staff complement; continue the effort to provide relevant professional development opportunities; and the expansion of Inuit Language capacity and activities within the two Legal Support Services Divisions: Legal and Constitutional Law, and Legislation.
- Identify and correct outdated references to NWT and other anomalies in Nunavut Acts and Regulations.

Priorities (2012-13)

- Maintain a full staff complement; continue the effort to provide relevant professional development opportunities; and the expansion of Inuit Language capacity and activities within the two Legal Support Services Divisions: Legal and Constitutional Law, and Legislation.
- Hire and train a Legislative Counsel who is a beneficiary to further implement the Inuit Employment Plan for the Legislation Division.

Priorities (2013-14)

- Maintain a full staff complement; continue the effort to provide relevant professional development opportunities; and the expansion of Inuit Language capacity and activities within the two Legal Support Services Divisions: Legal and Constitutional Law, and Legislation.

Court Services

The Court Services division is responsible for the provision of administrative support services for the Nunavut Court of Justice. The division also provides assistance to the public, the judiciary, legal counsel, the RCMP and other officials in all official languages.

Additional responsibilities include administration of the Sheriff's office, the Justices of the Peace, Coroner's Office, Maintenance Enforcement, the Commissioners for Oaths and Notaries Public, Labour Standards Administration, support for the Labour Standards Board, the Nunavut Criminal Code Review Board, the Liquor Licensing

Board, administration of the *Residential Tenancies Act* and the provision of access to legal research through the courthouse law library.

Objectives

- To provide efficient and timely processes relating to family, civil, and criminal court proceedings.
- To develop cost-efficient, effective and integrated systems for record management.
- To provide a culturally appropriate and respectful workplace for staff by providing quality staff training and development opportunities, and ensuring staff input into all court initiatives.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Court Administration	5,966	**5,966**	5,966	5,966
Court Administration is responsible for the provision of support services for the Nunavut Court of Justice throughout Nunavut. This includes providing information and assistance to the general public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who are bringing matters before the court. The Nunavut Review Board is composed of psychiatrists, psychologists, experienced lawyers, and non-professional members appointed from Nunavut. The law library at the Nunavut Court of Justice provides legal information for Nunavummiut.				
Nunavut Liquor Licensing Board	**308**	**308**	**308**	**308**
The Nunavut Liquor Licensing Board functions independently for the control of the conduct of the license holders, the management and equipment of licensed premises and the conditions under which liquor may be sold or consumed on licenses premises under the *Liquor Act*.				
Maintenance Enforcement Program	**347**	**347**	**347**	**347**
The Maintenance Enforcement Office has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately two hundred open maintenance enforcement files.				
Justice of the Peace (JP)	**753**	**753**	**753**	**753**
To recruit, train and provide ongoing support for justices of the peace, who share jurisdiction with the Nunavut Court of Justice over summary (less serious) *Criminal Code* offences and offences under Nunavut statutes. In addition, JPs are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. They also perform a valuable service in their communities conducting marriage ceremonies, swearing-in various officials and signing documents.				
Coroner's Office	**427**	**427**	**427**	**427**
To investigate the circumstances surrounding all reportable deaths that occur in Nunavut or as a result of events that occurred in Nunavut to determine the identity of the deceased and the facts concerning when, where, how, and by what manner a				

deceased person came to their deaths. The service is supported by the RCMP, the Fire Marshall's Office, the Workers' Safety & Compensation Commission, the Transportation Safety Board and various other agencies that work closely with the Coroner's Office. The Nunavut Coroner's Office also relies on southern providers for such services as autopsies and toxicology testing.

Rental Office	**119**	**119**	**119**	**119**

A rental officer receives, investigates, mediates and adjudicates complaints under the *Residential Tenancies Act*. A finding of non-compliance can result in a Notice or Order and can be filed in court and enforced as an Order of that Court.

Labour Standards Board/Labour Services Administration	**183**	**183**	**183**	**183**

Labour Services administers the *Labour Standards Act* and its regulations, the *Wage Recovery Act* and *Employment Agency Act*. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

Total, Court Services	**8,103**	**8,103**	**8,103**	**8,103**

Priorities (2010-11)

- Implement the Official Languages Act protocol.

  Status: *Court Services provides forms and Court interpretation services in all four official languages and will continue to comply with the Official Languages Act under the plans identified by the Department of Justice.*

- Review and determine requirements for updated technology and staff to maintain information systems and equipment.

  Status: *A review has been done. Courts has identified a need for additional support related to its equipment and technology. Courts and Corrections are undertaking an additional review to work towards an integrated information management system.*

- Assess and review the organizational chart, job descriptions and salary levels of all staff of Court Services.

  Status: *This initiative has been completed. A managerial review of the organizational chart was undertaken and no significant changes were made. In preparation for making all positions indeterminate, every job description was reviewed by current incumbents and their immediate supervisor. At the same time performance reviews, work plans and training plans were completed for all staff in Court Services. All documents were then sent to Justice Human Resources with the request to have all job descriptions re-evaluated.*

- Plan for the implementation of the Family Support Orders Enforcement Act, if passed by the Legislative Assembly.

Status: *The Family Support Orders Enforcement Act is expected to be considered during the third session of the Third Legislative Assembly of Nunavut and implementation activities will occur after the Legislative Assembly of Nunavut has passed the proposed Act. This will remain a priority for 2011-2012.*

- Appoint and train new members to the Liquor Licensing Board to provide appropriate regional representation among Board members.

  Status: *There has been staff turnover within Justice and this has caused delays in both appointment and training of members to the Liquor Licensing Board. This will remain a priority of Courts.*

- Prepare a formal submission, on behalf of the Liquor Board, to the Department of Finance regarding the review of the *Liquor Act.*

  Status: *The Nunavut Liquor Licensing Board prepared a submission to the Liquor Act Review Task Force and will submit a formal presentation to the task force prior to the end of the fiscal year.*

- Address and surmount the backlog of Labour Standards Cases.

  Status: *A recent meeting of the Labour Standards Board was held and this was discussed at the Board level and a workplan to address the backlog of cases was developed.*

- Solicit and appoint JP's as public members of the Nunavut Review Board, the Board established under the *Criminal Code* to hear cases involving mentally disordered offenders.

  Status: *A review of the JP program is currently underway and this will determine criteria needed to reflect this priority.*

- Develop and implement a web presence for Nunavut's quasi judicial boards such as the Labour Standards Board and the Liquor Licensing Board.
- **Status:** *Courts is currently reviewing all of its web pages including the quasi-judicial boards as a part of a complete overhaul to the Court's web presence. This is expected to be completed in the 2011-12 fiscal year.*

Priorities (2011-12)

- Plan for the implementation of the Family Support Orders Enforcement Act, if passed by the Legislative Assembly.
- Review all contracts related to services rendered, including Court reporting and recording services. This review will include all fees paid to and by Court Services.
- Maintain a full staff complement; continue the effort to provide relevant professional development opportunities; and expand Inuit Language capacity and activities within Court Services.
- Identify new and correct outdated Nunavut Acts and Regulations related to Court Services, including for 2011-2012 a new Court Security Act and amendments to the Justices of the Peace Act.

- Continue a review and update of all Court Services Policies and Procedures Manuals.
- Develop a Fines Enforcement Policy and set of procedures to allow for the collection of fines imposed by the Courts.
- Implement the pilot project for a Healthy Relationships Court in Nunavut.

Priorities (2012-13)

- Continue to identify new and correct outdated Nunavut Acts and Regulations related to Court Services.
- Continue to provide ongoing staff training.
- Continue to expand the Justice of the Peace program in Nunavut.

Priorities (2013-14)

- Conduct an independent evaluation to determine the effectiveness of the Healthy Relationships Court.
- Continue to identify new and correct outdated Nunavut Acts and Regulations related to Court Services.
- Continue to provide ongoing staff training.
- Continue to expand the Justice of the Peace program in Nunavut.

Legal Registries

Legal Registries administers corporate, commercial and land titles laws by processing a variety of legal documents submitted to register interests in land recorded on guaranteed land titles; security interests in personal property; corporations, societies, partnerships and co-operative associations; and stocks, bonds and mutual funds and the advisors and dealers engaged in the sale of those securities in Nunavut.

Objectives

- To promote effective legal and administrative systems to facilitate: land conveyance, financing and other commercial transactions, establishing businesses and non-profit corporations, investment opportunities and economic growth.
- To maintain accurate and current information in the various public registries in accordance with legal requirements.
- To provide enhanced certainty of title to land to support real estate conveyance, lending and other commercial activities.
- To facilitate registration of business and non-profit organizations.
- To ensure that advisors, dealers and companies who deal with shares offered for sale to investors are registered and to promote fair and efficient access to capital markets.

- To provide advisory and educational services to client groups to maximize the benefits from the regulatory framework administered by Legal Registries.

<table>
<tr><th>Programs Budget ($000)</th><th>2010-11</th><th>2011-12</th><th>2012-13</th><th>2013-14</th></tr>
<tr><td>Land Titles Office</td><td>748</td><td>748</td><td>748</td><td>748</td></tr>
<tr><td colspan="5">To administer the <i>Land Titles Act</i> by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The office also administers the <i>Personal Property Security Act,</i> which enables a lender to register their claim in personal property identified in a security agreement. This registration protects the lender's claim to the collateral and enables future purchasers or lenders to search the registry for prior registered interests.</td></tr>
<tr><td>Corporate and Securities Registries</td><td>567</td><td>567</td><td>567</td><td>567</td></tr>
<tr><td colspan="5">The Corporate Registry administers the <i>Business Corporations Act, Societies Act, Partnership Act</i>, and certain provisions of the <i>Co-operative Associations Act</i> and <i>Credit Union Act</i>. Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.
The Securities Registry administers the <i>Securities Act</i>, which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.</td></tr>
<tr><td>Total, Legal Registries</td><td>1,315</td><td>1,315</td><td>1,315</td><td>1,315</td></tr>
</table>

Priorities (2010-11)

- Continue to support the development of an employee seeking to become a Canada Land Surveyor. It is expected that the first ever Nunavut CLS should be admitted to the profession in 2011 and greatly assist the Land Titles Office in fixing existing surveys issued in the Territory.

  Status: *The division's Survey Review Officer became the first Nunavut Canada Land Surveyor on May 25, 2010.*

- Complete the registration of all Inuit Owned Land (IOL) surveys.

  Status: *All backlogged Inuit Owned Land plans (approximately 800) have been completed.*

- The Superintendent of Securities is a member of the Advisory Committee to the Federal Transition Office. This fiscal year will see the delivery of the Transition Office plan as well as the draft Federal Bill for a Canadian Securities Act. Nunavut's position will be negotiated and implemented in that context in the following two fiscal years.

Status: *The draft Federal legislation and Transition Plan were delivered.*

- Bring the Corporate Office online with its Business Enquiries And Registration software for all searches and registrations.

  Status: *NUCO, our electronic database for all Corporations, Societies and Cooperatives in Nunavut, is refined and working well. Client online access is awaiting NWT start, as development is shared.*

- Review the *Business Corporations Act* and the *Societies Act* for necessary amendments to these statutes.

  Status: *Reviewed Businecess Corporations Act and Societies Act. Key amendments that will be required were identified and discussed with Yukon. Will be proceeding with drafting in 2012-13 and amendments (including full redraft) in 2013-14.*

Priorities (2011-12)

- Interface the Land Titles online software with the Business online software in real time.
- Continue ongoing work on the Advisory Committee to the Transition Office.
- Complete the scanning and electronic archiving of all business filings from 1999 onward.

Priorities (2012-13)

- Scan and electronically archive all Land Titles documents existing prior to division (1999).
- Complete work on the Advisory Committee; work will be completed and Nunavut's position within the Canadian Securities framework will be negotiated.
- Implement an integrated workflow system that will, after successful trials, integrate all Legal Registries workflow with the online electronic systems.
- Implement POLAR and BEAR online registration.

Priorities (2013-14)

- Continue to Scan and electronically archive all Land Titles documents existing prior to division (1999).
- Continue to implement an integrated workflow system that will, after successful trials, integrate all Legal Registries workflow with the online electronic systems.
- Improve POLAR and BEAR based on client feedback and suggestions.
- Proceed with *Business Corporations Act* and *Societies Act* amendments/redrafts.

Corrections

Corrections administers programs that include Adult and Young Offender Institutions, Camps and Alternative Homes and the Community Corrections Program. The division also administers the Inuit cultural skills programs that assist offenders in developing traditional skills. Corrections oversees the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. The Community Corrections Program supervises offenders placed on probation or released from institutions on parole or early release.

Objectives

- To seek the advice and assistance of the communities in how best to provide correctional services.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To offer care, custody and healing to offenders in the communities and facilities.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Corrections Directorate	6,560	**6,977**	7,157	7,157

The Directorate oversees the operation of corrections throughout Nunavut, providing the direction and support to institutions and community programs as well as developing and initiating new programs and assisting in program development. The Directorate also provides the liaison with other jurisdictions across Canada.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Community Corrections	1,971	**2,765**	3,239	3,149

Community Corrections has been working at establishing a "stand alone" probation service for Nunavut. Probation services that were formerly handled by Health and Social Services are now being conducted by Community Corrections officers in some communities. Community Corrections officers provide supervision, support and programming to adult and youth offenders serving sentences on probation or under conditional sentences. Social Services still provide some services in communities where we do not have Community Corrections officers.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Adult Healing Facilities–Kugluktuk	1,986	**1,866**	1,866	1,866

Carrying out the mandate of the courts, the Healing Facilities provide care, custody and control to offenders sentenced to terms of incarceration. Elders are providing counseling and healing programs in the facilities enabling offenders to heal in an environment that is supported by their families and home communities.

Adult Institutions and Correctional Camps 9,662 **15,546** 15,546 15,546

Carrying out the direction of the courts, the institutions and camps provide care, custody and control to offenders sentenced to terms of incarceration or awaiting trial. The adult institutions provide programs and counselling to offenders to meet the Corrections mission statement. The Corrections Camps provide traditional healing and Inuit living skills on the land in all seasons.

Young Offenders Custody / Open and Secure 2,348 **2,348** 2,348 2,348

To provide open and secure placement for youth offenders as ordered by the court pursuant to the *Youth Criminal Justice Act*. The program provides treatment and care to youth sentenced to terms in custody or awaiting trial. The open custody young offenders are sent to the alternative homes to learn to live in a structured environment. The alternative homes also provide traditional healing and Inuit living skills on the land in all seasons, spring, summer, fall and winter.

Women's Correctional Healing Facility **1000** **1,000** 1,000 1,000

Carrying out the direction of the courts, the Women's Correctional Healing Facility will provide care, custody and control to low-risk female offenders sentenced to terms of incarceration. The adult institution provides programs and counselling to offenders to meet the Corrections mission statement.

Total, Corrections **23,527** **30,502** **31,156** **31,066**

Priorities (2010-11)

- Complete construction and begin delivering services at the Women's Correctional Facility in Iqaluit in early 2010-11.

  Status: *The Nunavut Women's Correctional Centre opened its doors on June 11th. The first offenders were placed in the facility June 28, 2010.*

- Complete the coordination, research, and development of a new policy and updated operational policies for the Baffin Correctional Center, Young Offenders, Illavut Centre, Uttaqivik Center, Outpost Camp, Inuit Skills Program, Community Corrections, and the Divisional Correctional Policy. The updated policies will include contingency plans for all workplaces.

  Status: *A consulting firm was hired by Justice to update and provide the coordination, research, and development of a new policy structure for Corrections across all operational facilities and to update and re-write the Divisional Correctional Policy. It is anticipated that this work will be completed by March 31, 2011.*

- Corrections will work with Community Justice in the development of Justice Committee resources for the reintegration of offenders after incarceration.

> **Status:** *Currently no additional resources have been identified by either Corrections or Community Justice towards the reintegration of offenders after incarceration. Options are being considered by both divisions and this will remain a priority of the division into 2011-2012.*

Priorities (2011-12)

- Complete construction of the new adult correctional facility in Rankin Inlet, which began in 2009-10.
- Complete mentoring and training of staff for the new Kivalliq Correctional Centre in Rankin Inlet prior to opening of the new facility.

Priorities (2012-13)

- Implement a pilot project for the development of an integrated case management system.
- Develop a Corrections Training Program with Nunavut Arctic College.

Priorities (2013-14)

- Review the pilot project utilized in the development of an integrated case management system.
- Implement the Corrections Training Program developed with Nunavut Arctic College.

Community Justice

Community Justice utilizes Inuit societal values as outlined by the guiding principles of *Tamapta*, in providing assistance to all communities with establishing Crime Prevention initiatives, as well as offering culturally relevant alternatives to the formal judicial system where doing so is consistent with the preservation of public safety.

Community Justice seeks to contribute to the capacity of each community to care for its members who are victims of crime, to support offenders' efforts in making relevant restitution for the harm they are causing, to learn to meet their needs through pro-social behaviours, and to become contributing members of their communities.

Objectives

- To provide alternatives to the Court and to offenders and their victims through pre and post-charge diversions.
- To seek the advice and assistance of elders in the communities on how best to provide alternative justice using traditional law methods.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To help create a positive healthy relationship between the offender and the community.

- To support development of victims services at a community level.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Community Justice Directorate	1,742	**1,505**	1,505	1,505
The Directorate oversees the operation of Community Justice throughout Nunavut. It provides the direction and support to community programs and develops and initiates new programs and assists in program development. The Directorate also provides the liaison with other jurisdictions across Canada.				
Community Justice Program	3,119	**3,119**	3,119	3,119
Provides alternative justice to communities and offenders and also provides crime prevention initiatives to the communities, working in conjunction with community groups, providing funding for crime prevention programs and working with offenders in the areas of mediation and diversion. It is important that local responsibilities and accountability be restored, the Justice Committee can contribute to create a fair, just, and supportive community in a manner that is consistent with its traditional values, and provides an alternative to prosecution in court. The Community Justice division also coordinates victims' services, including the development of policies and guidelines for the Victims Assistance Committee, and assisting community groups in their applications for funding. The Community Justice division also coordinates the family mediation program, which provides families an alternative to the court process in terms of child custody, access and child support.				
Total, Community Justice	**4,861**	**4,624**	**4,624**	**4,624**

Priorities (2010-11)

- Community Justice will provide counseling workshops and training in Traditional Inuit and other Restorative Justice processes to Community Justice Committees in all regions. This will better enable Community Justice Committees to assist offenders reintegrating to their communities from periods of incarceration in prison.

  Status: *Community Justice Committee conferences took place in March and September of 2010 in Iqaluit and representatives from every Nunavut community were present with a focus on traditional counselling practices as applied to Justice programming including offender reintegration.*

- Community Justice will engage other Justice stakeholders to implement the coordination and processes required to have Family Mediators assist with Small Claims Mediations in Nunavut

  Status: *Alternative Dispute Resolution training was conducted as a requirement for Family Mediators to engage in small claims mediation, however since the* *training was conducted two of the four incumbents left and additional training will need to be conducted in the future for the new incumbents.*

- Community Justice will continue delivering Parenting After Separation programs and Family Mediation public awareness information sessions in all regions.

  Status: *Community Justice capacity issues related to Family Mediation positions has hampered the delivery of, and public awareness of, the Parenting After Separation program.*

- Community Justice will examine the recommendations provided in the final report on the assessment of FAIA implementation, identify priorities, and develop and put into action a strategy to increase the effectiveness of this legislation on reducing the incidence of family violence in Nunavut

  Status: *Community Justice has carefully reviewed all of the recommendations in the final report and is currently taking proactive steps towards implementing the solutions identified.*

- Community Justice will expand the role of Community Justice Outreach Workers in assisting Victims of Crime other than through the Family Abuse Intervention Act.

  Status: *Community Justice is currently reviewing options related to the role of Community Justice Outreach Workers in assisting Victims of Crime and will continue to work on this priority item into the 2011-2012 fiscal year.*

Priorities (2011-12)

- The Department will develop policy and procedures for implementing Family Abuse Intervention Act (FAIA) practices including the enforcement of the Orders available under the Act.
- The Department of Justice will review the scope of work currently being conducted by Community Justice Committees.
- Provide training to Community Justice Committees to increase their ability to receive more cases diverted from the formal Criminal Justice system.
- Deliver Parenting After Separation programs and Family Mediation public awareness information sessions in all regions.
- Establish a position dedicated to developing a Crime Prevention Strategy and coordinating Crime Prevention programs and public awareness sessions in Nunavut.

Priorities (2012-13)

- The Department will develop a comprehensive and long term plan for promoting and informing Nunavummiut of the remedies available under the Family Abuse Intervention Act.

- Assist Justice Committees to increase their ability to receive more cases diverted from the formal Criminal Justice system.
- Continue delivering Parenting After Separation programs and Family Mediation public awareness information sessions in all regions.
- Deliver Crime Prevention programs and public awareness sessions in all regions of Nunavut.

Priorities (2013-14)

- Assist Justice Committees to increase their ability to receive more cases diverted from the formal Criminal Justice system.
- Continue delivering Parenting After Separation programs and Family Mediation public awareness information sessions in all regions.
- Deliver Crime Prevention programs and public awareness sessions in all regions of Nunavut.

Human Rights Tribunal (Contribution from Directorate Branch)

The Human Rights Tribunal's mandate is to ensure that individuals in Nunavut have equality of opportunity in such areas as employment or hiring-related processes and plans; renting commercial or residential premises; requesting or receiving goods, services, benefits, facilities or contracts which are publicly offered; and notices, signs or other material intended for the public with respect to any of the above.

Objective

- Provide a forum to consider alleged violations of human rights in Nunavut.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Human Rights Tribunal	795	**795**	795	795
The Human Rights Tribunal hears human rights notifications from residents of Nunavut referred to it by the Human Rights Tribunal office, and makes determinations on how the notifications should be resolved.				
Total, Human Rights Tribunal	**795**	**795**	**795**	**795**

Priorities (2010-11)

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.

Status: *Two Vacancies as of April 1st, 2010 have been filled. Since then a new vacancy has been created. An appointment to fill the vacancy is pending, and it is anticipated to be complete by the end of the fiscal year.*

- Obtain comprehensive training in Mediation for two members of the Tribunal.

  Status: *Introductory training for members of the Tribunal has been provided. Additional training has been deferred to 2011-12 fiscal year as the Tribunal's priority is clearing the back-log of overdue Part 4 decisions.*

- Ensure new members of the Tribunal have completed training on decision writing for administrative tribunals.

  Status: *Introductory training was completed in the 2nd Quarter. Additional training will in occur in 3rd Quarter.*

- Complete year 1 of the Executive Internship.

  Status: *The Executive Director (Intern) was hired on July 13, 2009 to complete a three year internship program. The first year was concluded.*

Priorities (2011-12)

- Complete a review of systems and procedures to ensure that the people of Nunavut are utilizing the services of the Tribunal.
- Complete year 2 of the Executive Internship.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.

Priorities (2012-13)

- Complete year 3 of the Executive Internship.
- Facilitate a smooth transition in leadership of the Tribunal staff.

Priorities (2013-14)

- Continue to identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.

Legal Services Board (Contribution from Directorate Branch)

The Legal Services Board (LSB) is established under the *Legal Services Act*, and is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The board is also responsible for overseeing the operation of the following regional clinics: the Maliiganik Tukisiiniakvik Law Centre and the High Arctic Office in the Baffin Region, the Keewatin Legal Services Centre Society in the Kivalliq Region and the Kitikmeot Law Centre in the Kitikmeot Region. These clinics provide legal services, court worker services, referral services and public legal education and information in their respective regions.

The Access to Justice Agreement, which governs federal and territorial funding, requires the board to provide legal aid services, public legal education and information, and Inuit court worker programs and services.

Objectives

- To provide quality and timely legal services to all eligible persons.
- To develop high quality systems for the provision of legal services.
- To develop and co-ordinate territorial and local programs aimed at reducing and preventing the occurrence of legal problems and increasing knowledge of the law, legal processes and the administration of justice.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Legal Services Board	**5,807**	8,307	8,307	8,307
The Nunavut Legal Services Board provides criminal and family legal aid services through a mixed judicare/clinic/staff lawyer system to the people of Nunavut.				
Total, Legal Support Services	**5,807**	**8,307**	**8,307**	**8,307**

Priorities (2010-11)

- Continue to work with the Keewatin Legal Services Centre in Rankin Inlet to obtain and move into larger office space.

  Status: *A new commercial building is under construction in Rankin Inlet, and Keewatin Legal Services Centre has secured a lease with the owners. The clinic anticipates moving into the larger space in the spring of 2011.*

- Review the office space needs for the Kitikmeot Law Centre and Maliiganik Tukisiiniakvik.

  Status: *Maliiganik Tukisiiniakvik secured some much needed additional office space in their current building (the Arnakallak Building in Iqaluit) in the fall of 2010. They assumed control of half the new space, and anticipate taking possession of the remainder in the next few months.*

  Kitikmeot Law Centre in Cambridge Bay is in dire need of additional office space, with 5 lawyers, 1 courtworker, and 1 administrative staff person working in an office that can reasonably accommodate 5. The Legal Services Board is working with the clinic to identify and assess viable alternatives for obtaining office space as quickly as possible.

- Continue to improve the framework for the Courtworker program.

Status: *Several new courtworkers have joined legal aid, primarily in the Baffin communities. Currently a senior staff lawyer is serving as the Interim Courtworker Coordinator and she has been successful at obtaining additional training monies for the courtworkers. LSB hopes to advertise for a Courtworker Coordinator by the end of 2010, with plans to have the Interim Courtworker Coordinator mentor the successful candidate for a period of time. Once this key position is filled, further development of the courtworker program will continue.*

- Assess the viability of various alternatives to address the needs of family law clients.

  Status: *LSB has hired a new family lawyer (in Iqaluit) and continues to advertise for a second family lawyer for Rankin Inlet. LSB has also submitted funding proposals to increase the number of family lawyers going forward. Additionally, LSB is working on obtaining funding to pilot a family law courtworker position to assist with the delivery of family legal services. LSB continues to assess the viability of a stand alone family law clinic at Maliiganik Tukisiiniakvik.*

- Assess the impact that changes in the numbers of criminal charges being laid, the increasing severity of those charges, and the increasing number of criminal appeals is having on the delivery of LSB's criminal legal services.

  Status: *LSB completed an extensive budgeting process earlier this year which explored the growing costs of the criminal defence practice. This analysis resulted in budget submissions to the GN to meet the growing needs in this area by creating new criminal positions in all 3 regions. This year, LSB has added 1 criminal lawyer in Cambridge Bay, 2 criminal lawyers in Iqaluit, and continues to advertise for a senior criminal practitioner for Iqaluit. The growing crime rate in Nunavut has been well documented by Statistics Canada, the RCMP and the Nunavut Court of Justice. LSB is working hard to be proactive to meet the anticipated demands of this growing trend.*

- Develop a compensation package for staff lawyers that is both competitive and reflective of the services they provide.

  Status: *In March 2010 the LSB Board of Directors approved a fully revised and competitive compensation and benefit package for staff lawyers. Virtually all of these changes have been implemented, except for the health coverage which required additional research. LSB anticipates this final benefit will be implemented before the end of 2010.*

- Develop financial procedures that will support the transition to more internal financial control for the organization.

  Status: *LSB has worked closely with the GN Departments of Justice and Finance to create clearer communications and understanding of LSB's financial situation. Both Departments gave significant support to LSB this year in completing several budget submissions on behalf of legal aid. LSB continues to work with the Department of Finance to restructure the coding allocations for our accounts in the GN system which is intended to provide better information to the organization for financial planning and reporting. LSB also undertook several policy* *initiatives in the spring to address internal issues such as financial eligibility for legal aid applicants. LSB is also working on revisions to their Contribution Agreement with the Department of Justice which we hope to submit for their review before the end of 2010. Once that process is complete, LSB plans to work with the regional clinics revising and standardizing their contribution agreements with LSB. Additionally, LSB hopes to fill the Financial Manager position before the end of 2010.*

Priorities (2011-12)

- Develop protocols for specialized areas of practice such as child representation, and mediation.
- Assess the demands on the civil/poverty law program and work to ensure appropriate resources are in place to address those demands.
- Conduct a comprehensive structural/operational review of LSB, including its Board, operations, and financial protocols.
- Review the administrative needs of the regional clinics and work with them to acquire the resources to meet those needs.
- Develop a complete list of policies and a Board policy manual to provide clear direction for the clinic operations.
- Continue development on the Courtworker program to increase the capacity of the courtworkers, offer them better support, and overall improve the effectiveness of the program.
- Continue to work with Kitikmeot Law Centre to obtain additional office space in Cambridge Bay.
- Continue to work with the GN Departments of Justice and Finance to enhance LSB's capacity for financial planning and reporting.

Priorities (2012-13)

- Investigate independent society status for LSB.
- Develop a 5 year strategic exercise for staff and Board, to ensure common goals, and vision for the provision for legal services in the territory.
- Develop an appropriate committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.

Priorities (2013-14)

- Investigate independent society status for LSB.
- Develop a 5 year strategic exercise for staff and Board, to ensure common goals, and vision for the provision for legal services in the territory.

- Develop an appropriate committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.

Appendix: Financial Summary

Branch	**2010 – 2011 Main Estimates**		**2011 – 2012 Main Estimates**		**2012 – 2013 Planned**		**2013 – 2014 Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
DIRECTORATE								
Compensation and Benefits	3,854	41.0	**3,744**	**40.0**	3,744	40.0	3,744	40.0
Grants and Contributions	6,602		**9,102**		9,102		9,102	
Other O&M	500		**500**		500		500	
Subtotal	**10,956**		**13,346**		**13,346**		**13,346**	
LAW ENFORCEMENT								
Compensation and Benefits	–	–	–	–	–	–	–	–
Grants and Contributions	–		–		–		–	
Other O&M	26,110		**27,317**		27,217		27,217	
Subtotal	**26,110**		**27,317**		**27,217**		**27,217**	
LAWYER SUPPORT SERVICES								
Compensation and Benefits	2,789	24.0	**2,789**	**24.0**	2,789	24.0	2,789	24.0
Grants and Contributions	–		–		–		–	
Other O&M	391		**391**		391		391	
Subtotal	**3,180**		**3,180**		**3,180**		**3,180**	
REGISTRIES AND COURT SERVICES								
Compensation and Benefits	5,427	53.0	**5,427**	**53.0**	5,427	53.0	5,427	53.0
Grants and Contributions	–		–		–		–	
Other O&M	3,991		**3,991**		3,991		3,991	
Subtotal	**9,418**		**9,418**		**9,418**		**9,418**	
CORRECTIONS								
Compensation and Benefits	14,122	133.0	**20,096**	**186.0**	20,790	191.0	20,790	191.0
Grants and Contributions	–		–		–		–	
Other O&M	9,405		**10,406**		10,366		10,276	
Subtotal	**23,527**		**30,502**		**31,156**		**31,066**	
COMMUNITY JUSTICE								
Compensation and Benefits	1,973	16.0	**1,736**	**14.0**	1,736	14.0	1,736	14.0
Grants and Contributions	2,303		**2,303**		2,303		2,303	
Other O&M	585		**585**		585		585	
Subtotal	**4,861**		**4,624**		**4,624**		**4,624**	
TOTAL	**78,052**	**267.0**	**88,387**	**317.0**	**88,941**	**322.0**	**88,851**	**322.0**

**Main Estimates dollars for the Legal Services Board and the Human Rights Tribunal are funded through a contribution agreement, shown within the Directorate Branch.

Department of
Culture, Language, Elders and Youth

Business Plan

2011-2014

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CORE BUSINESS

Culture, Language, Elders and Youth programs:

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-14**
Directorate	3,038	**3,038**	3,038	3,038
Official Languages	3,494	**4,234**	5,084	5,884
Taiguusiliuqtiit	2,040	**2,040**	2,040	2,040
Culture and Heritage	4,494	**4,494**	4,494	4,494
Elders and Youth	2,279	**2,279**	2,279	2,279
Sport and Recreation	5,477	**6,277**	5,477	5,477
Inuit Qaujimajatuqangit	3,010	**5,530**	5,530	5,530
TOTAL	**23,832**	**27,892**	**27,942**	**28,742**

Directorate

The Directorate provides overall management support to the department under the direction of the Deputy Minister who, as the administrative head of the department, makes recommendations to the Minister about goals, objectives and standards for all programs and services. The administrative mandate includes strategic planning, resource allocation, development of legislation and policy, budget coordination, communications, capital planning, financial services, and Inuit employment and human resource planning and development. The Directorate also works to ensure compliance with the *Inuit Language Protection Act* and the *Official Languages Act*, and uses Inuit Qaujimajatuqangit practices to ensure the department reflects the Government of Nunavut's goal of being open, available, transparent and accessible to everyone.

Objectives

- Develop relevant policies and legislation.
- Strengthening appropriate financial procedures and human resources protocols.

<table>
<tr><th>Programs</th><th>Budget ($000)</th><th>2010-11</th><th>2011-12</th><th>2012-13</th><th>2013-14</th></tr>
<tr><td colspan="2">Deputy Minister's Office</td><td>697</td><td>697</td><td>697</td><td>697</td></tr>
<tr><td colspan="6">The Deputy Minister's office is responsible for the Corporate Services and Policy and Planning divisions, as well as ensuring the effective development and implementation of Taiguusiliuqtiit and Piqqusilirivvik. In addition, the Deputy Minister is responsible for monitoring of department-wide goals, objectives, policies and budgets, and ensuring that priorities and objectives are met.</td></tr>
<tr><td colspan="2">Assistant Deputy Minister's Office</td><td>280</td><td>280</td><td>280</td><td>280</td></tr>
<tr><td colspan="6">The Assistant Deputy Minister's office assists the Deputy Minister in departmental management and is responsible for overseeing the Official Languages, Inuit Qaujimajatuqangit, Piqqusilirivvik, Elders and Youth, Culture and Heritage and Sport and Recreation operations and services.</td></tr>
<tr><td colspan="2">Policy and Planning</td><td>906</td><td>906</td><td>906</td><td>906</td></tr>
<tr><td colspan="6">Policy and Planning coordinates strategic planning, facilitates policy development, assists in legislative initiatives and oversees records management and communications for the department.</td></tr>
<tr><td colspan="2">Corporate Services</td><td>1,155</td><td>1,155</td><td>1,155</td><td>1,155</td></tr>
<tr><td colspan="6">Corporate Services coordinates budget development and control, processes invoices, administers grants and contributions, and provides administrative support services such as human resources and purchasing.</td></tr>
<tr><td colspan="2">Total, Directorate</td><td>3,038</td><td>3,038</td><td>3,038</td><td>3,038</td></tr>
</table>

Priorities (2010-11)

- Launch revamped departmental website in conjunction with overall GN-wide comprehensive website development.
  Status: *The updated departmental website was launched in December 2010.*

- Develop communications work plan to ensure that the general public is well informed about departmental programs and services.
  Status: *Communications work plan will include a calendar of public events/deadlines that will be linked to the new website.*

- Provide financial and human resource training workshops for staff in decentralized offices of Baker Lake, Kugluktuk and Igloolik to improve financial management and human resource capacity.
  Status: *Planning is underway and the training workshop will be done before March 31, 2011.*

- Provide financial and human resource training for Piqqusilirivvik staff hired in advance of the facility opening in Clyde River.
  Status: *Training and assessment of training needs will be done once the staff are hired.*

Priorities (2011-12)

- Produce an annual grants and contributions publication that includes statistics, pictures and descriptions of successful projects that have been funded and delivered throughout Nunavut.

Priorities (2012-13)

- Strengthen financial management by providing training and guidance to all managers in the areas of budget and expenditure management.

- Review Inuit Employment Planning effectiveness and revise measures to achieve success.

Priorities (2013-14)

- Revise departmental grants and contributions Administrative Procedures and ensure the processes are understood and applied by staff.
- Continue to enhance Department of CLEY staff skill sets through training and development and make staff training a priority.

Official Languages

Official Languages is responsible for supporting all Government of Nunavut departments and agencies in the delivery of services to the public in Nunavut's official languages, and provides support to help implement the Inuit language as the working language of the government. Official Languages also provides translation services to the government through its Translation Bureau based in Kugluktuk and Igloolik, and administers language services under the *Canada-Nunavut General Agreement for French and Inuit Languages*. In addition, Official Languages is leading efforts to promote the use of Nunavut's official languages through a number of efforts, such as community-based grants and contributions for Inuit and French language promotion, protection and preservation, and other initiatives.

Administration of Official Languages Agreement

Through the *Canada-Nunavut General Agreement for French and Inuit Languages*, the branch administers $2,550,000 of Vote 4/5 funding provided by the federal Department of Canadian Heritage. The Inuit language component of this funding is for non-profit organizations and individuals that undertake activities to promote and protect the language. This funding also supports the delivery of the government's French services to the public. This funding also supports non-profit organizations and individuals in promoting and developing the French language in Nunavut.

Objectives

- Promote, develop and document the Inuit language.
- Provide a framework for the delivery of official language services to the public.
- Support and promote the Inuit language as the working language of government through the development of regulations and implementation of the *Inuit Language Protection Act* and the *Official Languages Act*.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Language Bureau	1,661	**2,511**	3,361	4,161
The Language Bureau provides translation services in the Inuit, French, and English languages for the Government of Nunavut and approved agencies.				
Language Research and Development	653	**653**	653	653
This program supports the use, development, revitalization and linguistic vitality of the Inuit Language. This includes increased production, distribution and public access to linguistic and cultural expressions using a variety of media, tools and resources in the Inuit Language. The program also promotes greater public awareness and appreciation of the history, use, status, importance and diversity of the Inuit Language in Nunavut. Promotional activities include advocacy for national, international and private sector support for the Inuit Language, and initiating dialogue and collaboration with organizations in Nunavut and abroad to strengthen the use of the Inuit Language.				
Language Acts Implementation	880	**770**	770	770
This program plays a key role in the development of a comprehensive plan to implement the *Inuit Language Protection Act*, and improve compliance with the *Official Languages Act*. Core program activities include ongoing consultations with territorial institutions, municipalities, Inuit, French and English language communities, and other stakeholders impacted by the legislation. The program also plays a lead role in the development of language regulations and policies, and in the monitoring, evaluation and reporting on implementation activities.				
Grants and Contributions	300	**300**	300	300
Official Languages provides grants and contributions that support community-based initiatives that encourage the development, preservation, use and promotion of the Inuit Language.				
Total, Official Languages	**3,494**	**4,234**	**5,084**	**5,884**

Priorities (2010-11)

- Co-ordinate and monitor the implementation of a Comprehensive Plan for both the *Official Languages Act* and the *Inuit Language Protection Act*, including a strategy for the revitalization and promotion of the Inuit Language, particularly targeting communities and age groups most endangered by language loss.
  Status: *Work is underway to develop the Minister's Comprehensive Plan. Once completed and approved, the plan will be tabled in the Legislative Assembly.*

- Support increased community capacity for the assessment of local needs, with the planning and management of initiatives for the promotion of the Inuit Language.
  Status: *The department is encouraging and helping communities to establish their own language committees. While some communities have committees in place, others are only starting to assess their needs and identify their priorities. Funding is available for language initiatives. Staff have been sent to Sanikiluaq to present the Language Acts and provide guidance in establishing a committee that will seek funding for language initiatives year to year.*

- In collaboration with the Department of Human Resources, develop tools that support the development and delivery of language training programs for GN employees.
  Status: *CLEY is coordinating with Human Resources to provide terminology development, booklets and resources to support language training. Official languages is assisting Taiguusiliuqtiit with the planning of an Inuit Language Standardization Symposium for February 2011.*

Priorities (2011-12)

- Coordinate GN programs and services to promote the increased production, access and distribution of Inuit cultural and linguistic expressions using different media including print, music, internet, television and other means.

- Conduct a feasibility study of providing real-time 1-800 translation service in Nunavut's official languages.

- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit in the development of Inuit language proficiency assessment tools to facilitate the delivery of language training programs for GN employees.

Priorities (2012-13)

- Coordinate GN programs for increased learning, proficiency and vitality of the Inuit Language, with a special focus on language revitalization and promotion.
- Coordinate GN programs and services to enhance the effective and efficient delivery of French services in Nunavut.
- Assist the Department of Human Resources in the development of training modules on the use of standardized Inuit Language terminology.

Priorities (2013-14)

- Evaluate the performance of the GN in coordinating, managing and monitoring the implementation of the language legislation. Make recommendations for improvement.
- Make available information about tools and resources that are able to support the teaching, preservation and revitalization of the Inuit language.

Taiguusiliuqtiit

The *Inuit Language Protection Act* creates an Inuit Language authority, known as the Inuit Uqausinginnik Taiguusiliuqtiit. This expert body has been established as a separate branch under the Department of Culture, Language, Elders and Youth, until it will become an independent public agency, at arm's length from the Government of Nunavut, on September 18, 2011.

Objectives

- Expand knowledge and expertise with respect to the Inuit Language and make decisions about its use, development and standardization in all areas.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Taiguusiliuqtiit	2,040	**2,040**	2,040	2,040
The Inuit Uqausinginnik Taiguusiliuqtiit will provide expertise and make decisions with respect to the Inuit Language, including making recommendations to the public and external organizations, as well as directives with which the Government of Nunavut must comply.				
Total, Taiguusiliuqtiit	**2,040**	**2,040**	**2,040**	**2,040**

Priorities (2010-11)

- Develop a comprehensive action plan to implement Taiguusiliuqtiit's mandate. **Status:** *It is anticipated that this will be completed in early 2011.*

- Host first annual Inuit Language Standardization Symposium in the fall of 2010 to share and expand our knowledge and expertise about the development, use and standardization of the Inuit Language in Nunavut and circumpolar world. **Status:** *Taiguusiliuqtiit will host their first annual Inuit Language Standardization Symposium in February 2011 during Language Week in Iqaluit.*

Priorities (2011-12)

- Facilitate the transition of Taiguusiliuqtiit to an arm's-length public agency.

Priorities (2012-13)

- Following research and consultations with respect to the standardization of the Inuit Language, make recommendations with a special focus on the writing system, and on ways to preserve and promote the spoken dialects of the Inuit Language in general.

Priorities (2013-14)

- Preserve and promote the spoken dialects of the Inuit Language and implement the standardized writing system in conjunction with organizations, communities, the Languages Commissioner and the private sector.

Culture and Heritage

Culture and Heritage is responsible for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut. These objectives are achieved through the development and delivery of archaeology, toponymy, museums, archives and library policies, programs and services. Culture and Heritage oversees library services for Nunavummiut, provides grants and contributions to assist community-based heritage initiatives, and supports the growth and development of Nunavut's artistic community.

Objectives

- Ensure the long-term protection, conservation and development of Nunavut's heritage collections.
- Promote community libraries as key centers of information and learning for Nunavummiut, including Inuit Language use and retention.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Culture and Heritage Administration		850	**850**	850	850

Culture and Heritage administration provides overall direction and planning for the management and delivery of culture and heritage initiatives in Nunavut. Key program responsibilities include the development of policies and programs designed to preserve and promote Nunavut's unique cultural heritage at the local, national, and international level.

Grants and Contributions		2,008	**2,008**	2,008	2,008

Culture and Heritage provides grant and contribution funding that supports the Arts, Heritage, Community Radio Stations, Heritage Facilities, Toponymy, Community Libraries, Cultural Communications, Archaeology and Palaeontology Research Support and Heritage Centre Core Funding.

Archaeology Program		255	**255**	255	255

The Archaeology Program promotes the protection, conservation and appropriate investigation and interpretation of archaeological sites in Nunavut. It achieves these goals by administering archeological and palaeontological research in Nunavut, and by assisting various regulatory agencies controlling land use activities that threaten archaeological sites. Inter-institutional relationships are maintained with the archaeology and palaeontology research communities, government, commercial entities, Nunavut communities, and NLCA Designated Inuit Organizations such as the Inuit Heritage Trust.

Archives Program		196	**196**	196	196

The Archives program collects and preserves Nunavut's documentary heritage. This includes archival text records, sound and audio-visual materials, photographs, documentary art, and electronic documents. This work is done under the authority of the *Archives Act*, which mandates the acquisition of historic records from private sector sources as well as records created by the Government of Nunavut and the previous Government of the Northwest Territories.

Toponymy Program		131	**131**	131	131

The Toponymy program works with communities, heritage centres, learning institutions and individuals to formalize and to preserve information about traditional and current names for geographic features. The program conducts research on geographic names, consults with Elders and with communities on place name issues. Names are preserved through the official approval process and stored in the Nunavut Geographical Names Database and the Geographic Names Board of Canada database.

NPLS Administration		1,054	**1,054**	1,054	1,054

Nunavut Public Library Services (NPLS) provides leadership and support to community libraries in the development and implementation of policies, programs and services aimed at strengthening the literacy of Nunavummiut, and their access to Inuit Language materials for information and entertainment. To fulfill this role, NPLS provides operational funding to 10 community libraries, purchases library materials relevant to the north and Nunavut, and makes a special effort to obtain and distribute Inuit Language materials to foster literacy in the Inuit Language. The Division also works with departments in the Government of Nunavut and community organizations to deliver and enhance community public libraries.

Total, Culture and Heritage	**4,494**	**4,494**	**4,494**	**4,494**

Priorities (2010-11)

- In partnership with other stakeholders, such as the Nunavut Literacy Council, promote literacy through the development of Inuit language resource materials in community libraries.
  Status: *Nunavut Public Library Service (NPLS) is currently arranging the translation of several children's story boards into Inuktitut.*

- Initiate design phase for the Nunavut Heritage Centre.
  Status: *Initiation of the design phase for the Nunavut Heritage Centre has been deferred to 2011-12. The Department is working closely with Community and Government Services on identifying alternate funding models for the design and construction of the Heritage Centre.*

Priorities (2011-12)

- Develop an Expectant Parents Literacy Program for delivery through Nunavut public libraries.

- Complete design phase for the Nunavut Heritage Centre in consultation with key stakeholders such as the Inuit Heritage Trust, and the Department of Community and Government Services.

Priorities (2012-13)

- Distribute Inuit language resource materials and Expectant Parents Literacy programs to community libraries.

Priorities (2013-14)

- Study options for the development of a new Integrated Library System for Nunavut Public Library Services.

Elders and Youth

Elders and Youth Division is responsible for programs that support Elders and youth throughout Nunavut. Program activities include the delivery of training workshops and the provision of grants and contributions that support community-based Elder and youth programs, and elder and youth committees. In addition, this program provides direct support for the recording of Inuit oral history and traditional songs.

Objectives

- Provide non-profit, community-based organizations and individuals with assistance in program design and implementation.
- Provide Elders and youth the opportunity to contribute to cultural and language initiatives in Nunavut.
- Address the needs and concerns of Elders and youth throughout the territory through the implementation of the Strategic Action Plan for Youth and the development of a Strategic Action Plan for Elders.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Elders and Youth Administration	442	**442**	442	442
Elders and Youth Administration provides overall direction and planning for the various Elders and youth programs and services that are delivered by the Department.				
Elders Program	423	**423**	423	423
The Elders Program supports community-based Elder initiatives throughout Nunavut. These initiatives include support for the recording of Inuit oral history and traditional songs.				
Youth Program	364	**364**	364	364
The Youth Program supports community-based youth initiatives throughout Nunavut.				
Grants and Contributions	1,050	**1,050**	1,050	1,050
The grants and contributions program provides funding for community-based initiatives that support Elders and youth across the territory, Elders and youth committees, and renovations to Elders and youth facilities.				
Total, Elders and Youth	**2,279**	**2,279**	**2,279**	**2,279**

Priorities (2010-11)

- Hold an Elders and youth conference.
  Status: *This conference is scheduled for March 2011.*

- Develop a Strategy for collecting Inuit traditional knowledge and oral history.
  Status: *The Strategy is currently in the process of being written.*

- Create reference materials for on-the-land programs to teach youth about the surrounding area where they live on different media format. Make it available for wide distribution.
  Status: *The reference materials are in the process of being completed in a booklet format by March 2011.*

- Develop program guidelines on clothing and tool-making in consultation with Elders and youth.
  Status: *Draft document is completed and is expected to be ready for distribution by March 2011.*

Priorities (2011-12)

- Finalize a Strategy for collecting Inuit traditional knowledge and oral history.
- Complete and distribute reference materials for on-the-land programs to teach youth about the surrounding area where they live on different media format. Make them available for wide distribution.
- Complete and distribute a guidelines handbook for interviewers on standards and procedures in the collection of oral history.
- Establish standards for dubbing, transcription, and conversion of the oral history collection into different media formats. Complete the dubbing and transcriptions of the 2002-2005 oral history collection and share with communities, particularly those where they were collected.
- Conduct interviews with Elders in three communities on the subject of kinship and family customs.

Priorities (2012-13)

- Organize and hold training workshops for youth and include in the agenda the handbook on collecting oral history, kinship and family relations.
- Hold regional workshops with Elder committee representatives.
- Complete the dubbing and transcriptions of the 2006-2009 oral history collection and share with communities, particularly those where they were collected.

Priorities (2013-14)

- Hold regional workshops with Youth committee representatives.
- Distribute compiled information on family relations to the communities.

Sport and Recreation

Sport and Recreation is responsible for the promotion, development and delivery of amateur sport, recreation and physical activity opportunities for all Nunavummiut through its head office in Baker Lake, and additional staff that are located in Kugluktuk, Iqaluit and Igloolik. Sport and Recreation's clients include registered territorial sport organizations, sport clubs, volunteer organizations and municipal corporations. The Branch also coordinates and provides funding for Nunavut's participation in multi-sport games such as the Arctic Winter Games, Canada Winter and Summer Games, Western Canada Summer Games and the North American Indigenous Games.

Objectives

- Provide Nunavummiut with access to sport, recreation and physical activity programs and services at the community and territorial levels.
- Identify and prepare athletes, coaches and officials for participation in multi-sport games.
- Provide positive participatory sport and recreation experiences to help Nunavummiut make healthy lifestyle choices to promote physical activity and sport.
- Promote and assist community recreation personnel in organizing and funding healthy sport and recreation activities at the community level.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Sport and Recreation Administration	1,793	**2,593**	1,793	1,793

Sport and Recreation Administration provides overall direction and planning for the management and delivery of Sport Recreation and Physical Activity initiatives in Nunavut. The key program responsibilities include the development and facilitation of programs designed to promote and develop opportunities in sport, recreation and physical activity for Nunavummiut at the community, regional, territorial, national and international level.

Grants and Contributions	3,684	**3,684**	3,684	3,684

The grant and contribution program is designed to assist Sport and Recreation fund the delivery of programs that support sport related training and development. They also support programs such as: technical development, sport development, sport events, games funding, on-going community-based physical activity initiatives and sport and recreational activities and programs.

Total, Sport and Recreation	**5,477**	**6,277**	**5,477**	**5,477**

Priorities (2010-11)

- Develop a strategic plan for program delivery in Sport, Recreation and Physical Activity at the community, regional and territorial level.
  Status: *Sport, Recreation and Physical Activity strategic plan was completed in May 2010.*

- Develop leadership delivery plan and resources for aquatics, recreation facility operations and volunteerism.
  Status: *We are working with the Municipal Training Organization and the newly formed Recreation and Parks Association of Nunavut (RPAN) in developing and implementing training initiatives for recreation coordinators, volunteers, facility operators and aquatics personnel (lifeguards and pool operators). We are also working with the Canadian Recreation Facilities Council who is trying to standardized facility operators training across four western provinces and three territories.*

- Prepare Team Nunavut for participation in the 2011 Canada Winter Games.
  Status: *Team selection and preparation events commenced November 2010. Nunavut will be represented at the 2011 Canada Winter Games in art, and in the sports of badminton, judo, speed skating and table tennis.*

Priorities (2011-12)

- Implement revised delivery model for Sport, Recreation and Physical Activity.
- Deliver leadership programming in aquatics, recreation facility operation and volunteerism at community, regional and territorial levels.
- Coordinate Team Nunavut's participation in the 2011 Western Canada Summer Games, and 2012 Arctic Winter Games.

Priorities (2012-13)

- Review implementation and delivery of Sport, Recreation and Physical Activity Strategic plan.
- Identify and review additional leadership resources for access at the community, regional and territorial level.

Priorities (2013-14)

- Review revised delivery model for Sport, Recreation and Physical Activity through internal review.

- Review leadership programming for aquatics, recreation facility operations and volunteerism at community, regional and territorial levels through internal review.

- Launch of volunteerism marketing campaign; to highlight the recognition of individuals and the importance of volunteers in healthy communities.
- Prepare Team Nunavut for participation in the 2014 Arctic Winter Games and the 2014 North American Indigenous Games.

Inuit Qaujimajatuqangit

The Inuit Qaujimajatuqangit Branch is comprised of two divisions. The Inuit Qaujimajatuqangit Division coordinates the development of Inuit Qaujimajatuqangit and Inuit Societal Values initiatives across the government, provides administrative support to Inuit Qaujimajatuqangit Katimajiit, and chairs the interdepartmental Tuttarviit Committee. The Piqqusilirivvik Division leads the development of Piqqusilirivvik (Inuit Cultural Facility). Piqqusilirivvik is scheduled to open in Clyde River on April 1, 2011. Construction of the facility is on schedule and prior to the official opening the Department continues to develop and run traditional land-based programs in the communities of Clyde River, Baker Lake and Igloolik.

Objectives

- Lead in coordinating Inuit Qaujimajatuqangit approaches in day-to-day operations.
- Expand knowledge and expertise with respect to Inuit traditional ways.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Inuit Qaujimajatuqangit	830	**830**	830	830
The Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit and Inuit Societal Values approaches across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajiit and chairs the interdepartmental Tuttarviit committee.				
Piqqusilirivvik	1,580	**4,100**	4,100	4,100
Piqqusilirivvik (Inuit Cultural Facility) allows for the transfer of traditional Inuit culture, heritage, lifestyle and values to individuals; based on Inuit Qaujimajatuqangit guiding principles.				
Grants and Contribution	600	**600**	600	600

Under the Inuit Qaujimajatuqangit Branch, the Department provides contributions that support Inuit Societal Values and Piqqusilirivvik pilot projects.

Total, Inuit Qaujimajatuqangit	**3,010**	**5,530**	**5,530**	**5,530**

Priorities (2010-11)

- Expand the role of Tuttarviit and Inuit Qaujimajatuqangit Katimajiit in the evaluation of GN legislation.
  Status: *Formal review of legislative proposals by Tuttarviit and Inuit Qaujimajatuqangit Katimajiit are now part of the development of GN legislation. The Legislative Coordinator at EIA works with the Director of Inuit Qaujimajatuqangit in the preparation and presentation of materials for discussion.*

- Review roles of and engage Tuttarviit, IQ Katimajiit and the Inuit Societal Values Working Group in addressing IQ and ISV in GN programs and services. A strategic work plan will be developed.
  Status: *The IQ Division strategic work plan has been developed and circulated to Tuttarviit and Inuit Qaujimajaqtuqangit Katimajiit for feedback. It is expected to be complete by the end of the 2010-11 fiscal year.*

- Develop program framework for CLEY cultural information sessions and pilot test into two decentralized communities in early 2011.
  Status: *Program framework for CLEY cultural information sessions has been developed and a pilot program was delivered in Kugluktuk in 2010. The pilot project will also be delivered in a second community, in the Kivalliq region, in February 2011.*

- Hire key positions to lead the implementation activities associated with the 2011 opening of Piqqusilirivvik.
  Status: *Job descriptions and evaluations for six positions have been completed. Ads for position of (1) Manager of Curriculum Development (2) Senior Instructor (3) Manager Finance and Administration (4) Equipment Technician and Building Supervisor (5) Satellite Program Coordinator – Igloolik are re-advertise with new closing date of December 24, 2010, position of Satellite Program Coordinator – Baker Lake was closed and ready to be schedule for screening.*

- Complete Piqqusilirivvik administrative design and implementation.
  Status: *General Policies and Procedures for Piqqusilirivvik and the Student Selection criteria are completed in draft form ready for departmental review and approval before submission to Tutarviit for cultural relevancy review.*

Priorities (2011-12)

- Expand the CLEY cultural information sessions into two other decentralized GN office locations.

- Hire remaining staff positions for Piqqusilirivvik.

- Launch first year program and accept first intake of students for Piqqusilirivvik.

Priorities (2012-13)

- Tuttarviit and IQ Katimajiit will host a retreat on Inuit Qaujimajatuqangit and Inuit Societal Values with senior officials from across the GN.

- Review program delivery models within Piqqusilirivvik and in the satellite program communities.

Priorities (2013-14)

- Interview IQK members on certain IQ topics of their experience and expertise.

- Develop a Nunavut-wide collection of Inuit Societal Values knowledge.

- Expand Piqqusilirivvik Satellite community programming.

- Report on Piqqusilirivvik program development for the first four years.

Appendix: FINANCIAL SUMMARY

Branch	**2010 – 2011 Main Estimates**		**2011 – 2012 Main Estimates**		**2012 – 2013 Planned**		**2013 – 2014 Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
DIRECTORATE								
Compensation and Benefits	2,492	21.0	**2,492**	**22.0**	2,492	22.0	2,492	22.0
Grants and Contributions	–		–		–		–	
Other O&M	546		**546**		546		546	
Subtotal	**3,038**		**3,038**		**3,038**		**3,038**	
OFFICIAL LANGUAGES								
Compensation and Benefits	1,691	19.0	**2,411**	**24.0**	3,131	30.0	3,731	35.0
Grants and Contributions	300		**300**		300		300	
Other O&M	1,503		**1,523**		1,653		1,853	
Subtotal	**3,494**		**4,234**		**5,084**		**5,884**	
TAIGUUSILIUQTIIT								
Compensation and Benefits	1,100	7	**1,100**	**7.0**	1,100	7.0	1,100	7.0
Grants and Contributions	–		–		–		–	
Other O&M	940		**940**		940		940	
Subtotal	**2,040**		**2,040**		**2,040**		**2,040**	
CULTURE AND HERITAGE								
Compensation and Benefits	1,843	14.8	**1,843**	**14.8**	1,843	14.8	1,843	14.8
Grants and Contributions	2,008		**2,008**		2,008		2,008	
Other O&M	643		**643**		643		643	
Subtotal	**4,494**		**4,494**		**4,494**		**4,494**	
ELDERS AND YOUTH								
Compensation and Benefits	900	7.0	**900**	**7.0**	900	7.0	900	7.0
Grants and Contributions	1,050		**1,050**		1,050		1,050	
Other O&M	329		**329**		329		329	
Subtotal	**2,279**		**2,279**		**2,279**		**2,279**	
SPORTS AND RECREATION								
Compensation and Benefits	1,383	11.0	**1,383**	**11.0**	1,383	11.0	**1,383**	11.0
Grants and Contributions	3,684		**3,684**		3,684		**3,684**	
Other O&M	410		**1,210**		410		**410**	
Subtotal	**5,477**		**6,277**		**5,477**		**5,477**	

Appendix: FINANCIAL SUMMARY

Branch	**2010 – 2011 Main Estimates**		**2011 – 2012 Main Estimates**		**2012 – 2013 Planned**		**2013 – 2014 Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
INUIT QAUJIMAJATUQANGIT								
Compensation and Benefits	1,358	8.0	**2,058**	**16.0**	2,058	16.0	2,058	16.0
Grants and Contributions	600		**600**		600		600	
Other O&M	1,052		**2,872**		2,872		2,872	
Subtotal	**3,010**		**5,530**		**5,530**		**5,530**	
TOTAL	**23,832**	**87.8**	**27,892**	**101.8**	**27,942**	**107.8**	**28,742**	**112.8**

Department of
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Business
Plan

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INTRODUCTION

The Department of Education, under the Minister of Education, is responsible for programs and services that support the following: K-12 school system; post secondary education; early childhood activities; income support; apprenticeships; trades and occupations; literacy; and career development.

A wide range of programs and services are provided to Nunavummiut which encourage and support self-reliance, leading individuals towards productive decisions for themselves and their communities. In order to successfully deliver these programs and meet the needs of Nunavummiut, the department has developed partnerships within Nunavut and throughout Canada. These partnerships involve Elders, schools, communities, Nunavut Arctic College, District Education Authorities (DEAs), the Commission scolaire francophone du Nunavut (CSFN), the Coalition of Nunavut DEAs, other Government of Nunavut departments, the federal government, businesses and Inuit organizations, and public and non-profit boards and agencies.

Life-long learning is also supported and encouraged through curriculum and resource development, post secondary education, training and skills development, early childhood programming, and by incorporating Inuit societal values, language and culture into all programs and services.

CORE BUSINESS

The Department of Education is one of the largest departments within the Government of Nunavut. The following descriptions are overviews of departmental activity.

The Department of Education focuses on the following six lines of business:

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-2014**
Advisory and Administrative Services	5,590	**4,765**	4,765	4,765
Career and Early Childhood Services	43,180	**45,358**	45,358	45,358
K-12 School Operations	126,144	**141,832**	142,107	142,107
Adult Learning and Post Secondary Services	8,674	**10,803**	10,803	10,803
Curriculum and School Services	19,437	**18,991**	18,991	18,991
Income Support Headquarters	3,733	**3,016**	3,016	3,016
TOTAL	**206,758**	**224,765**	**225,040**	**225,040**

Advisory and Administrative Services

Advisory and Administrative Services includes the Directorate, Policy and Planning and Corporate Services divisions. The Deputy Minister and two Assistant Deputy Ministers provide advice to the Minister of Education and Cabinet on matters relating to the department. They also ensure implementation of ministerial direction and government policy.

Objectives

- To provide management and support across the department.
- To provide strategic direction for the department and lead departmental planning and evaluation efforts and initiatives.
- To provide transparency and accountability through financial and administrative management.
- To ensure ongoing implementation and integration of *Inuit Societal Values* into the operations of the department.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Directorate	1,036	**872**	872	872
The Directorate provides overall management support under the direction of the Deputy Minister, who, as head of the department, recommends goals, objectives and standards for education to the Minister. The administrative mandate includes strategic planning, development of legislation and policy, budget co-ordination, capital planning, financial services, human resource development and systems support.				
Policy and Planning	1,326	**1,154**	1,154	1,154
The Policy and Planning division has responsibility for developing departmental policy and communications. The division is responsible for integrating and coordinating policy, legislation development, departmental planning, and providing advice on policy and strategic direction to the Directorate as required. This division also coordinates departmental communications and responds to access to information and protection of privacy requests.				
Corporate Services	3,228	**2,739**	2,739	2,739
The Corporate Services division administers the following four areas: finance and administration; human resources; capital planning; and information systems/ integrated computer technology. This division provides direction for financial services to all sectors of the department.				
Total, Advisory and Administrative Services	**5,590**	**4,765**	**4,765**	**4,765**

Priorities (2010-11)

- Consult on and draft new regulations for the *Education Act*, including regulations on bilingual education, Inuuqatigiitsiarniq, Registration and Attendance Policies, and planning and reporting.
  Status: *Transition Regulations (2010-2012), Interim Transition Regulations, Administration and Finance Regulations, Inclusive Schooling Regulations, Inuuqatigiitsiarniq Regulations, and Bilingual Education Regulations are expected to be completed by March 31, 2011.*

- Prepare and release an annual report on the work of the Department of Education.
  Status: *The first annual report is due to be released in June 2011, in accordance with the legislated timelines. The majority of the content preparations are expected to be completed by March 31, 2011.*

- Expand the amount of content and functionality of the new Departmental website, including piloting the electronic submission of forms and content to support transparency of Departmental activities.
  Status: *Additional website content has been and will continue to be added. Additional functionality will align with government-wide website activities.*

Priorities (2011-12)

- Consult on and draft new regulations for the *Education Act*, including regulations on appeals, registration and attendance, planning and reporting, and early childhood language programs.

Priorities (2012-13)

- Work with Early Childhood program staff to review the *Child Day Care Act* in preparation for consultation and possible revision to the Act or regulations, ensuring that any revisions complement existing legislation such as the *Inuit Language Protection Act.*

Priorities (2013-14)

- Work with Early Childhood program staff to begin to consult on potential amendments to the *Child Day Care Act.*
- Consult on and draft further new regulations for the *Education Act.*

Career and Early Childhood Services

Career and Early Childhood Services is composed of three regional offices that deliver three types of programs: early childhood programs, adult education and training programs, and income support programs. In addition, there are field offices in every community to deliver income support programs. Each of these program areas as well as regional administration make up the four subsections of this line of business.

Career & Early Childhood Services: Early Childhood Programs

The Early Childhood Education programs offer support for early childhood programs and services for children from birth to age six and for licensed out-of-school programs for children up to age 12. The Department of Education promotes quality care for children by licensing, inspecting, providing support and guidance to all early childhood programs; by providing workshops and training opportunities for parents and early childhood educators; and by providing support for special needs children.

Objectives

- To support families as strong places for early childhood development and for the development of language, culture, values and beliefs.
- To promote awareness of early childhood issues within communities.
- To support community-based non-profit organizations to develop and provide quality and culturally appropriate early childhood education and care programs.
- To encourage young student parents to continue to work towards their high school diploma.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Healthy Children Initiative	908	**908**	908	908

The Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs and services for prenatal children to age 6 and their families. HCI provides funding through two programs. The first program is Community Initiatives, which provides funding for the enhancement or development of early childhood programs and services. The second program is Supportive Services, which provides funding on an individual basis for children requiring intensive support or specific assistance. An annual Nunavut-wide proposal call allows interested community groups and organizations to submit proposals to their regional HCI committee. The regional Early Childhood Officers are responsible for administering this program with help from the regional HCI committees.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Day Care Grants and Contributions	2,150	**2,150**	2,150	2,150

Community early childhood facilities are licensed by the Department of Education under the *Child Day Care Act*. Regional offices are responsible for issuing start-up grants, providing ongoing program contributions, inspecting facilities annually, as well as providing licensing and operating support.

Young Parents Stay Learning 125 **140** 140 140

As a stay-in-school initiative, the Young Parents Stay Learning program, through the Department of Education's regional offices, provides funding to cover the parental costs of licensed child care or approved unlicensed childcare in order to encourage all young parents to complete their high school studies and young parents under the age of 18 to attend post secondary institutions.

Career & Early Childhood Services: Adult Education/Training Programs

Adult education and training programs within the Department of Education focus on working with individuals to determine employment goals and plans of action to achieve higher levels of education, training and employment skills for entry to or return to work.

Objectives

- To increase the number of Nunavummiut accessing employment-based training opportunities, including trades programs.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14

Apprenticeship Program Delivery 690 **793** 793 793

The Apprenticeship program provides financial and other student support services for apprentices accessing training programs. Activities include encouraging and gaining employer involvement and the support of private sector employees.

Training on the Job 714 **714** 714 714

This program provides subsidies to employers to assist Nunavut residents in developing the skills needed to obtain ongoing employment. The primary focus is working with Nunavut employers to secure short-term employment and training opportunities for those needing additional skills and work experience.

Career & Early Childhood Services: Income Support Programs

Income Support includes a variety of benefit programs that provide various levels of financial support to people 18 or over, and their dependents. The objective of these programs is to support independence and encourage self-reliance. Programs under Income Support have eligibility requirements.

Objectives

- To provide financial and other support to those in need during their transition to employment, training and/or other productive and wellness activities.

- To facilitate and identify the need for the referral of persons requiring information and/or access to other government and agency programs.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Social Assistance		29,637	**32,637**	32,637	32,637

Income Support Workers guided by the *Social Assistance Act* and regulations deliver social assistance in all Nunavut communities. This program is means tested and provides various levels of financial support to people age 18 or over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Day Care Subsidy		590	**502**	502	502

The program provides a subsidy to assist low-income families to access day care for their children so they can attend school or work outside of the home. The program is means tested and delivered by the three regional offices of Career and Early Childhood Services.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Seniors Fuel Subsidy		488	**478**	478	478

The program provides a subsidy for the high cost of home heating fuel to those aged 60 and over who own their homes. The program is income tested and delivered by the three regional offices of Career and Early Childhood Services.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Building Careers – Training		677	**672**	672	672

This program provides allowances for short-term training or educational opportunities to those on social assistance. After completing these programs many participants are better able to find meaningful employment and reduce their reliance on social assistance. The program is administered by the three regional offices of Career and Early Childhood Services.

Career & Early Childhood Services: Regional Administration

Three Regional Offices provide direction, supervision and administration of Early Childhood, Career Services and Income Support Programs to staff located in field offices throughout Nunavut.

Objectives

- To ensure that income support programs are delivered in a manner consistent with *Tamapta*, the *Social Assistance Act*, the *Financial Administration Act*, the *Access to Information and Protection of Privacy Act* and other statutes and policies relating to the delivery of the programs in Nunavut.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Career and Early Childhood Services–Regional		2,966	**2,606**	2,606	2,606

The regional offices deliver the income support program, day care subsidy, senior fuel subsidy, career development, training on the job and apprenticeship programs in the regions, as well as maintaining financial information at the regional level.

Community Income Support Delivery	455	**328**	328	328

Contribution funding administered by the three regional offices of Career and Early Childhood Services may be provided to interested communities to deliver the social assistance program on behalf of the Nunavut Government. Hamlet staff hired to deliver the program must adhere to the *Social Assistance Act* and Regulations, as well as policies and procedures established by the department.

Social Assistance Administration – Regional	3,780	**3,430**	3,430	3,430

Three regional offices of Career and Early Childhood Services are responsible for staff engaged in the administration and delivery of Income Support programs.

Total, Career & Early Childhood Services	**43,180**	**45,358**	**45,358**	**45,358**

Priorities (2010-11)

- Enhance training opportunities for licensed childcare facility staff by having Early Childhood Officers provide workshops and training opportunities for licensed childcare staff during all community visits.
  Status: *Early Childhood Officers have been and will continue to provide training during community visits as needed. In addition, an early childhood conference is anticipated to have occurred by March 31st 2011, with representatives of licenced child care facilities invited.*

- Enhance promotion of early child development and department Early Childhood Programs.
  Status: *Work is being done to update and develop promotional material for the Early Childhood Programs. The March 2011 conference will also be a high-profile event drawing attention to early childhood education.*

- Develop early childhood resources that will assist in providing quality care.
  Status: *Ideas and themes are expected to have been generated for developing early childhood resources, including the involvement of child care providers throughout Nunavut during the March 2011 early childhood conference.*

- Implement approved alternate funding arrangements for licensed childcare facilities.
  Status: *The new funding formula was implemented on April 1, 2010.*

Priorities (2011-12)

- Produce and promote early childhood resources that will assist in providing quality care.
- Provide Income Support Workers with Career Development training in conjunction with the CDO training strategy and career development client services framework.
- Implement the changes to the Social Assistance Regulations that provide for an increase to both the food and clothing allowances under the program to come into effect on April 1, 2011.

Priorities (2012-13)

- Review the *Child Day Care Act* in preparation for possible revision, ensuring that any revisions complement the *Education Act*.
- Continue the development of early childhood resources that will assist in providing quality care.

Priorities (2013-14)

- Start public consultations on the *Child Day Care Act*.
- Develop and implement early childhood resources that will assist in providing quality care.
- Implement the apprenticeship strategy that arises from the 2011-2012 apprenticeship review (developed under the Adult Learning and Post Secondary Services Line of Business in 2012-13).

K-12 School Operations

K-12 School Operations consists of programs and services for schools across Nunavut. Reporting to an Assistant Deputy Minister, the Executive Directors of regional School Operations supervise and administer schools in Nunavut offering kindergarten through grade 12 programs. Regional school operations/CSFN offices located in Kugluktuk, Baker Lake, Pond Inlet and Iqaluit are responsible for the day-to-day operation of schools, supervision of teaching staff, liaison with DEAs, and overseeing the delivery of educational programs and services for K-12. The Department works closely with the CSFN to administer French minority-language schooling in Nunavut.

Objectives

- To provide quality classroom instruction to all K-12 students across Nunavut within their community.

- To support DEAs and the CSFN in a manner that fosters cooperation between schools, communities and families.
- To provide a public education system that focuses on graduating bilingual youth who are equipped with the skills and knowledge to succeed in post secondary studies, and to be successful in the world of work.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Kindergarten - Grade 12 Instruction	95,665	**111,188**	111,463	111,463
Provides support to schools across Nunavut for the delivery of the kindergarten through grade 12 educational program. This support covers compensation and benefits and other Operations and Maintenance costs related to the delivery of the K-12 program.				
Support to District Education Authorities	15,243	**15,812**	15,812	15,812
Provides contribution funding to DEAs and the CSFN for the administration, resources and delivery of community-based educational programming in schools.				
Coalition of Nunavut DEAs	665	**665**	665	665
Provides contribution funding to the Coalition of Nunavut DEAs to work on behalf of DEAs and to support DEAs.				
School Operations – Regional	14,354	**13,936**	13,936	13,936
Three Regional School Operations offices provide services and support to DEAs, school staff and administrators. These services and supports include administrative programs, pedagogical support, training and supervision to 42 schools (K-12) across Nunavut.				
Commission scolaire francophone du Nunavut	217	**231**	231	231
Provides funding for the delivery of educational programs in French to *École des Trois-Soleils* and the administration of minority language rights.				
Total, K-12 School Operations	**126,144**	**141,832**	**142,107**	**142,107**

Priorities (2010-11)

See Curriculum and School Services Line of Business starting on page 119 for 2010-11 priority updates for the elementary-secondary education system. This is the first year these have been separate Lines of Business in the Business Plan.

Priorities (2011-12)

- Begin implementation of program initiatives that enhance positive school environments to increase attendance, school completion, parental and youth engagement.
- Pilot the new student records system for schools.
- Work with District Education Authorities and school staff to develop a time table for implementation of the new high school graduation requirements.
- Complete implementation and start monitoring effectiveness of systems for program, school, student, and staff assessment and evaluation.

Priorities (2012-13)

- Conduct targeted school visits to implement program initiatives that enhance positive school environments which will result in increased attendance, school completion, and parental and youth engagement.
- Implement the new student records system in all schools.
- Hold information sessions for parents and students about the new high school graduation requirements.
- Implement orientation and mentoring programs for teachers new to their community, with a focus on Inuit culture and language and Nunavut curriculum.

Priorities (2013-14)

- Monitor the effectiveness of implementation of program initiatives that enhance positive school environments which will result in increased attendance, school completion, and parental and youth engagement.
- Provide school-level support and monitoring of the effectiveness of implementation of the new student records system.
- Provide school-level support for implementation of new high school graduation requirements and ensure employers and the public understand the changes.
- Provide school-level support and monitoring of orientation and mentoring programs for teachers new to their community, with a focus on Inuit culture and language and Nunavut curriculum.

Adult Learning and Post Secondary Services

Headquartered in Arviat and Iqaluit, Adult Learning and Post Secondary Services divisions provide management and development of programs for adult learners and oversight of early childhood programs. There are three subsections to this category: Post Secondary Education, Adult Programs and Services, and Child and Youth Services.

Adult Learning and Post Secondary Services: Post Secondary Education

The Department of Education supports students studying at the post secondary level through a combination of grants, loans, bursaries and scholarships. Financial support to students studying at the post secondary level is a vital component of student success. The Department also participates at the territorial and national level in post secondary initiatives concerning capacity building, student support programs, quality assurance, credit transfer and other related issues.

Objectives

- To ensure financial need is not a barrier to post secondary education through a regular review of financial needs and benefits for students.
- To increase the number of Inuit accessing post secondary programs.
- To increase the number of Inuit accessing professional programs through the ongoing review of financial and other supports that will help reduce and remove barriers..

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Financial Assistance for Nunavut Students (FANS)	6,378	**8,764**	8,764	8,764

The program provides grants, loans, bursaries and scholarships to eligible individuals attending post secondary educational institutions. Various levels of assistance may be provided, including: tuition, books, fees, travel, accommodation and other eligible living expenses. The budget also provides for the staffing infrastructure to support the delivery of FANS in Nunavut.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Special Professions Program Fund	100	**100**	100	100

The objectives of the Special Professions Program Fund are to provide financial resources for the purposes of entering into agreements with southern Canadian post secondary institutions for specialized professional programs for which there are limited seats.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Adult Learning	426	**350**	350	350

The Director's Office administers the contribution to Nunavut Arctic College and oversees the delivery of programs in adult literacy, apprenticeship, career planning, and student financial assistance.

Adult Learning and Post Secondary Services: Adult Programs and Services

Adult Programs and Services within the Department of Education focus on literacy, career development, apprenticeship administration, and trades education programs. As the economic potential of Nunavut is closely linked to the successful delivery of these various adult programs, the department will be relying on the successful implementation of the Nunavut Adult Learning Strategy, which provides the guiding framework for the future delivery of adult education and training in Nunavut.

Objectives

- To increase the number of Nunavummiut accessing trades programs.
- To increase the number of Nunavummiut accessing post secondary programs.
- To have more career development programs at the community level, including basic literacy, pre-employment, certificate, diploma and degree programs.
- To increase future skilled employment opportunities for Nunavummiut by leading the development and implementation for the Nunavut Trade School.

Programs	**Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Career Development		99	**91**	91	91
This program develops and implements a coordinated plan for career/labour market training programs to meet needs of residents. The program is linked to regional field operations.					
Apprenticeship Administration		409	**353**	353	353
This program area provides policy direction, administration, program development, national coordination, and certification on matters related to apprenticeship in Nunavut - including maintaining an indentured apprentice registry; facilitating the Nunavut Apprenticeship, Trade and Occupations Board; and undertaking initiatives with training providers and employers.					
Adult and Trades Education		297	**225**	225	225
Adult and Trades Education provides partnership funding to Trades Education programs operating at the community level. This initiative provides opportunities for the delivery of trades and pre-trades programming to those who would otherwise not have reasonable access to such opportunities.					
Literacy		328	**327**	327	327
Literacy funding supports literacy in partnership with other agencies, with a focus on improving adult literacy across Nunavut.					
General Educational Development		150	**150**	150	150
Commonly known as the GED, this program provides a recognized certification to support adults to continue their education at and then beyond the high school level.					

Adult Learning and Post Secondary Services: Child and Youth Services

Skills Canada promotes apprenticeship and trades careers to youth to support the adult learners of tomorrow. Early Childhood administration supports early childhood program oversight, which is regionally delivered alongside adult programs in the Department of Education's regional offices.

Objectives

- To oversee early childhood programs and early childhood educator training.
- To promote skilled trades to young people as an educational and career path.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Skills Canada Nunavut	146	**123**	123	123
Skills Canada Nunavut is a non-profit organization working to reposition skilled trades and technologies as first choice options for northern youth. The organization is supported by the federal and territorial governments as well as industry through program and event sponsorship. Skills Canada Nunavut is one of three territorial and ten provincial Skills Canada organizations. The Department of Education provides funding to staff the Executive Director position to carry out the Skills mandate in Nunavut.				
Early Childhood Administration	341	**320**	320	320
Early Childhood administration supports early childhood program oversight and training, which is regionally delivered alongside adult programs in the Department of Education's regional offices.				
Total, Adult Learning and Post Secondary Services	**8,674**	**10,803**	**10,803**	**10,803**

Priorities (2010-11)

- Work on the FANS database and loans management system will focus on the financial accountability aspects of the system integration as well as ease of use for data entry and reconciliations.
  Status: *Review and scoping of the system is underway, but will not be completed in the 2010-11 fiscal year. System modifications will not be able to occur until technical support is available to assist with the project.*

- Work on developing improved post-secondary enrolment models to assist in forecasting FANS demands, as recommended by the Office of the Auditor General.
  Status: *Work on this multi-year project has begun, with completion anticipated in 2011-12.*

- Complete the development of an Adult Mature Graduation diploma option for adult learners.
  Status: *A working group initiated this work in the fall of 2010. Work to the end of the fiscal year is expected to involve an environmental scan of national trends and the initial development of a strategic plan.*

- Provide better LMI (Labour Market Information) by reviewing the use of NCSIS as an LMI tool and developing new approaches to LMI utilizing existing databases.
  Status: *Other tools are being utilized at this time to develop limited LMI such as the Career Development Services database (CDCS) and the Apprenticeship database.*

- Work with government partners to develop a strategic framework and departmental directive on career development services.
  Status: *The draft framework document has been completed and an implementation plan is anticipated to be complete in fiscal 2010-11.*

- Work with partners to undertake a review of apprenticeship programs to ensure they effectively meet the needs of employers and apprentices across Nunavut.
  Status: *The review of the apprenticeship programs has been initiated. Four initial programs at the new Nunavut Trades Training Centre have been accredited for delivery.*

Priorities (2011-12)

- Work on the FANS database and loans management system will focus on the financial accountability aspects of the system integration as well as ease of use for data entry and reconciliations.
- Completion of improved post-secondary enrolment models to assist in forecasting FANS demands, as recommended by the Office of the Auditor General.
- FANS and equivalent programs across Canada will be evaluated and options for program modifications developed and consulted on in order to ensure fiscal responsibility of the FANS program.
- Review national trends on the issue of Adult Mature Graduation processes; develop a Nunavut Adult Mature Graduation process based on the strategic plan developed in previous years.
- Complete the review of apprenticeship programs and begin to develop a strategy to ensure they effectively meet the needs of employers and apprentices across Nunavut.

Priorities (2012-13)

- FANS database development will be well underway, with test implementation. This project will include the development and use of Internet-based application materials for use by students.
- The Special Professions Program Fund will be reviewed as to its effectiveness, the programs it covers, and the amount of resources required.
- Implementation of FANS program modifications considered in 2011-12.
- Complete the implementation of Adult Mature Graduation diploma option for adult learners.
- FANS statistical and annual reports will be researched, designed, and published, as recommended by the Office of the Auditor General.
- Complete development of an apprenticeship strategy.

Priorities (2013-14)

- Initiate the policy direction that will allow for the processing of outstanding loans from the FANS program.
- Update the Loan Manager Program used to track FANS.
- Begin implementation of the Adult Mature Graduation Diploma in cooperation with program delivery institutions.
- Monitor and report on literacy initiatives across Nunavut in conjunction with the Nunavut Literacy Council.

Curriculum and School Services

Curriculum and School Services offices located in Arviat, Pond Inlet, Pangnirtung, Rankin Inlet, Kugluktuk and Iqaluit carry out research in Inuit Qaujimajatuqangit, and develop curriculum and related teaching resources and learning materials. The Curriculum and School Services division also assists with in-service training for school staff and DEAs, creates and implements student assessment tools, develops staff and program evaluation tools and coordinates student records, teacher certification and educator and leadership development programs.

Objectives

- To develop curriculum, support services and learning resources that meet the linguistic and cultural needs of Nunavut students.
- To ensure all teachers meet certification standards and support the ongoing professional growth required of teachers and principals in Nunavut.

- To provide a public education system that focuses on graduating bilingual youth who are equipped with the skills and knowledge to succeed in post secondary studies, and to be successful in the world of work.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Inuit Educational Leadership	1,428	**1,456**	1,456	1,456
Provides support for on-going training and development of Inuit educators to take on educational leadership positions within the school system. These costs assist teachers who attend the Educational Leadership program and the Masters program.				
Educator Training	2,744	**3,074**	3,074	3,074
Provides funding to support the development and delivery of educator training programs that are linked with the Inuit Employment Plan, Article 23 of the *Nunavut Land Claims Agreement* and Bilingual Education.				
Teacher Professional Development	2,196	**2,196**	2,196	2,196
Provides contribution funding through a contractual agreement with the Nunavut Teachers' Association Joint Committee, which is comprised of the Nunavut Teachers' Association and Department of Education management staff. Teachers are able to access professional development opportunities.				
Curriculum & Program Development	11,803	**11,310**	11,310	11,310
Provides overall direction, coordination and administration for K-12 curriculum and program development. The Curriculum and School Services Division also initiates production and implementation of teaching and learning material development. This Division is also responsible for school services, which includes teacher certification, school improvement, DEA support, and coordination of educational leadership programs. Division priorities also include meeting the needs of a diverse student population and providing classroom and Nunavut-wide student assessment.				
Executive Director's Office – Curriculum and School Services	804	**594**	594	594
Provides overall direction and administration coordination for Curriculum and School Services offices across Nunavut.				
French Division	462	**361**	361	361
Provides funding for French language services for the Department of Education, including: promoting the use of French language, support for French language curriculum and support for minority language rights under the Charter of Rights and Freedoms.				
Total, Curriculum and School Services	**19,437**	**18,991**	**18,991**	**18,991**

Priorities (2010-11)

- Implement the *Inuit Language Protection Act* and the *Education Act* by further developing curriculum and teaching resources for Early Childhood and K-12 programs, and by providing ongoing training to District Education Authorities and school staff.
  Status: *Major curriculum and teaching resource projects completed include the revision of the K-6 Inuit Language Competencies, development of Elementary Inuktitut Teaching and Learning Materials for grades 1 to 3, the Teacher Planning Handbook, and the Inunnguiniq Foundation Document. The department also provided training to District Education Authorities, principals and school staff on the Education Act and Inuit Language Protection Act.*

- Work in partnership with Nunavut Arctic College to implement the 10 Year Educator Training Strategy through Teacher Education Programs, Inuit Language and Culture Certificate Programs, School Community Counsellor, Student Support Assistant Training and Early Childhood Educator training.
  Status: *Senior staff of the department and Nunavut Arctic College met on a regular basis to review educator training programs. The number of teacher education programs was increased to ten communities. A revision of courses for the Inuit Language & Culture Program is in progress. A second round of the Masters in Education program has begun. A needs assessment for the School Community Counsellor training program is completed and work has begun on course development.*

- Coordinate on-going development of program initiatives that enhance positive school environments in order to increase attendance, school completion, parental and youth engagement.
  Status: *The Young Men's Engagement Project was established, and research has been initiated for other similar initiatives. Work has begun on a parental engagement project. A review of grades 7 to 9 programming was completed and a working group established priorities and an action plan for program changes. The Inuuqatigiittiarniq handbook and Inclusive Education handbook for schools were completed, and training on Inuuqatigiittiarniq policy and programs was provided to schools.*

- Develop the new Student Records System for Nunavut Schools.
  Status: *Aspects of new Student Records System are being piloted in three Nunavut schools. The feedback from the pilots will be used to finalize the new system.*

- Complete and approve the new graduation options and requirements for Nunavut students.
  Status: *Consultation was completed; further steps will be taken in 2011-12 to complete this priority.*

- Continue to develop and implement systems for school, student, and staff assessment and evaluation.
  Status: *The Grade K-6 Language Arts Assessment survey has been completed. The Assessment Strategy was completed. Work was completed on procedures for Student/Parent/Teacher conferences and how portfolios will be used for assessment and setting learning goals for students. Work was done on the software package for the teacher and principal evaluation tools. Staff assessment and evaluation programs are implemented in schools.*

- In partnership with the Nunavut Teachers' Association, develop orientation and mentoring programs for teachers new to their community, with a focus on Inuit culture.
  Status: *The outline and needs assessment for orientation programs for teachers is completed. The orientation program is in the process of being developed with implementation planned for 2011/12.*

Priorities (2011-12)

- Implement the *Inuit Language Protection Act* and the *Education Act* by completing the foundation document for Language of Instruction and three new grade 1-3 theme-teaching units with learning materials. Also, complete work in each community on Language of Instruction model choices and refined staffing plans.
- Support Early Childhood language and culture initiatives in existing programs through the DEAs.
- Provide training to District Education Authorities and school staff on delivering effective language instruction using the Inuktitut language competencies.
- Continue implementation of the Ten Year Educator Training Strategy: complete plans for the new 7-9 Teacher Training program; offer three Language and Culture Certificate Programs with Nunavut Arctic College; offer the second, third and fourth courses in the School Community Counsellor Training Program; and plan the revisions to the Student Support Assistant training program.
- Emphasize support to schools for attendance programs and share effective practices across Nunavut through principal meetings and through DEA training sessions. Complete focus groups on the Young Men's Engagement Project and design implications for changing schooling to better reflect the needs of young men.
- Develop procedures and forms for program monitoring and reporting, including implementation of curriculum, in elementary schools across Nunavut.
- Ask new teachers to evaluate the orientation and mentoring programs in their community to determine how to improve them.

Priorities (2012-13)

- Implement the *Inuit Language Protection Act* and the *Education Act* by developing three bilingual teaching and learning units for grades 4-6. Provide materials and resources for DEAs to use to support Inuit language and culture in early childhood programs in their communities.
- Continue implementation of the Ten Year Educator Training Strategy: implement the first year of the 7-9 Teacher training program in partnership with Nunavut Arctic College; complete plans for a grade 10-12 teacher training program; offer three Inuit Language and Culture Certificate Programs in different communities; offer courses 5, 6 and 7 of the School Community Counsellor Training program; and implement the first year of the revised Student Support Assistant training program.
- Develop drop-out prevention strategies and pilot in several schools the results of the work on the Young Men's Engagement Project to keep young males in school.
- Develop tools and procedures for evaluation of senior managers that follow the model of the teacher and principal evaluations.

Priorities (2013-14)

- Implement the first year of the new 10-12 Teacher Training Program. Offer the Language and Culture Certificate Program in three more communities to implement the *Inuit Language Protection Act* and the *Education Act*. Develop three more bilingual teaching and learning units for grades 4-6. Provide training to DEAs to use the early childhood materials and resources.
- Provide in-service across Nunavut for teachers and DEAs on drop-out prevention strategies and the results of the Young Men's Engagement project.
- Evaluate (and revise if required) the new student records system.
- Pilot the new tools and procedures for evaluation of senior managers that follow the model of the teacher and principal evaluations.

Income Support Headquarters

Income Support headquarters provides overall policy direction, program development, and advice to various levels of staff in the delivery of Income Support Programs across Nunavut. The objective of these programs is to support independence and encourage self-reliance. Income Support Headquarters is not responsible for direct program delivery to clients but does administer the Senior Citizen Supplementary benefit Program on behalf of Nunavut Seniors. Program delivery is carried out and monitored by the Career and Early Childhood Services offices and their staff.

Objectives

- To identify, review and evaluate policy and procedural matters surrounding the delivery and administration of income support programs in Nunavut.

- To ensure that income support programs are delivered in a manner consistent with *Tamapta*, the *Social Assistance Act*, the *Financial Administration Act*, the *Access to Information and Protection of Privacy Act* and other statutes and policies relating to the delivery of the programs in Nunavut.

Programs	**Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Senior Citizens Supplementary Benefit		1,392	**1,392**	1,392	1,392

Governed by the Senior Citizens Benefit Act, low-income seniors in Nunavut who qualify for the federal Guaranteed Income Supplement will receive the Nunavut Senior Citizens Supplementary Benefit. This is a co-managed payment with the federal government and is included on the monthly Old Age Security cheque.

Income Support Headquarters Office		1,267	**1,098**	1,098	1,098

The Income Support headquarters office is tasked with policy and legislative development, identifying program gaps, drafting policy and legislative changes and developing and maintaining computer systems to capture expenditures and trends for all Income Support programs delivered in Nunavut.

The office represents Nunavut on a multitude of federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level.

The division is also responsible for developing materials to aid in the statutory training of Income Support Workers, the Nunavut Appeal Board and Committees. The division is also responsible for developing and updating publications that explain the various Income Support programs available in Nunavut. Actual program delivery is the responsibility of the three regional offices of Career and Early Childhood Services.

Income Support Case Management System		838	**307**	307	307

A system is required to administer, monitor and manage all the income support programs and their delivery in every community in Nunavut. This item provides for the development, testing and implementation of such systems.

Income Support Program Compliance		236	**219**	219	219

This program is responsible for assisting and completing program audits to ensure that the Social Assistance Act, regulations, policies and procedures and other related statutes are adhered to in the delivery of Income Support Programs. Activities include on-site reviews and audits of individual client files and income support offices, as well as the random review of information provided by applicants in support of their request for assistance. Program audits help to facilitate consistency as well as enhance program effectiveness and accountability. The Compliance Officer must work closely with the three regional offices of Career and Early Childhood who maintain responsibility for program delivery.

Total, Income Support Headquarters	**3,733**	**3,016**	**3,016**	**3,016**

Priorities (2010-11)

- Continue system design, testing and quality assurance of the Income Support Case Management System. Once it has been determined that the system captures the required information, full deployment will commence in Iqaluit. A detailed rollout schedule for system training and further deployment will be completed. This is a complex, multi-year, project that requires dedicated resources to ensure its success.
  Status: *Three technical elements have been provided by the developer, and all Iqaluit clients will be managed using the system this fiscal year. Testing in another community is the anticipated next step and may begin near the end of the 2010-11 fiscal year.*

- Working in partnership with the Department of Justice, revise the *Social Assistance Act* and *Social Assistance Regulations* to identify and correct gaps and inconsistencies in current legislation, regulations, and policies and procedures.
  Status: *A collaborative legislative review has begun. This will be is a multi-year project with the review expected to be completed in 2011-12.*

- Identify options for income support recipients to increase the allowable amounts of income they may earn without reducing the amount of assistance they may receive. Changes to the current benefit structure require regulatory amendments as well as additional funds in order to implement changes.
  Status: *A scan of approaches used in other provinces and territories for income of social assistance recipients will be completed this fiscal year.*

- Begin to deploy improved data management systems (T5 Solution) to Income Support delivery offices to allow for better management of income support programs until the more robust case management system is completed and rolled out. Communities scheduled for training in 2010-11 are: Rankin Inlet, Baker Lake, Arviat, Cambridge Bay, Gjoa Haven, Pangnirtung, Pond Inlet and Igloolik.
  Status: *This database is used extensively at Income Support Headquarters to process an estimated 6,500 T5007 benefit slips for clients. Deployment and training had occurred in four communities by autumn 2010, and is anticipated to have occurred in the majority of the identified communities this fiscal year. The project is now targeted for completion in 2011-12.*

Priorities (2011-12)

- Work in collaboration with the Department of Justice to complete the required changes to the Social Assistance Regulations in order to introduce an increase to both the food and clothing allowances in the program to come into effect April 1, 2011.

- Continue the training of field staff and deployment of improved data management systems (T5 Solution) to Income Support delivery offices to allow for better management of income support programs until the more robust Case Management System is completed and rolled out.
- Begin deployment and continued training of delivery staff for the Income Support Case Management System to communities that are on the GN network.
- Continue legislative review of the *Social Assistance Act* and its regulations with the Department of Justice to identify and correct gaps and inconsistencies in the current legislation, regulations, policies and procedures.
- Cost out and explore options to implement additional incentive exemptions for those accessing social assistance.
- Redefine and add more structure to the concept around "productive choices" so that more people are encouraged to seek employment/training opportunities and other ways to contribute to their communities.

Priorities (2012-013)

- Undertake a comprehensive review of the government's income support programs, including Social Assistance, Daycare Subsidy, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, Sivuniksaliarniq, and Transition to Work programs.

Priorities (2013-14)

- Work with the Department of Justice to begin to draft any legislative, regulatory and or policy changes arising from the comprehensive review of income support programs.

Appendix I: Financial Summary

Branch	2010-11		2011-12		2012-13		2013-14	
	Main Estimates		Main Estimates		Planned		Planned	
	$000	PY	$000	PY	$000	PY	$000	PY
DIRECTORATE								
Salary	794	5.0	**680**	**5.0**	680	5.0	680	5.0
Grants & Contributions	–		–		–		–	
Other O & M	242		**192**		192		192	
Subtotal	**1,036**		**872**		**872**		**872**	
POLICY AND PLANNING								
Salary	1,047	9.0	**875**	**9.0**	875	9.0	875	9.0
Grants & Contributions	–		–		–		–	
Other O & M	279		**279**		279		279	
Subtotal	**1,326**		**1,154**		**1,154**		**1,154**	
CORPORATE SERVICES								
Salary	2,578	23.0	**2,144**	**23.0**	2,144	23.0	2,144	23.0
Grants & Contributions	–		–		–		–	
Other O & M	650		**595**		595		595	
Subtotal	**3,228**		**2,739**		**2,739**		**2,739**	
CAREER AND EARLY CHILDHOOD SERVICES								
Salary	5,781	60.1	**4,973**	**61.5**	4,973	61.5	4,973	61.5
Grants & Contributions	34,589		**37,469**		37,469		37,469	
Other O & M	2,810		**2,916**		2,916		2,916	
Subtotal	**43,180**		**45,358**		**45,358**		**45,358**	
K-12 SCHOOL OPERATIONS								
Salary	103,248	1,028.2	**117,198**	**1,092.8**	117,473	1,092.8	117,473	1,092.8
Grants & Contributions	16,125		**16,708**		16,708		16,708	
Other O & M	6,771		**7,926**		7,926		7,926	
Subtotal	**126,144**		**141,832**		**142,107**		**142,107**	
ADULT LEARNING AND POST SECONDARY SERVICES								
Salary	1,916	15.0	**1,545**	**15.0**	1,545	15.0	1,545	15.0
Grants & Contributions	5,082		**8,182**		8,182		8,182	
Other O & M	1,676		**1,076**		1,076		1,076	
Subtotal	**8,674**		**10,803**		**10,803**		**10,803**	

Branch	2010-11		2011-12		2012-13		2013-14	
	Main Estimates		**Main Estimates**		**Planned**		**Planned**	
	$000	**PY**	**$000**	**PY**	**$000**	**PY**	**$000**	**PY**
CURRICULUM AND SCHOOL SERVICES								
Salary	6,910	55.5	**5,722**	**55.0**	5,722	55.0	5,722	55.0
Grants & Contributions	5,195		**5,510**		5,510		5,510	
Other O & M	7,332		**7,759**		7,759		7,759	
Subtotal	**19,437**		**18,991**		**18,991**		**18,991**	
INCOME SUPPORT HEADQUARTERS								
Salary	1,196	10.0	**1,010**	**10.0**	1,010	10.0	1,010	10.0
Grants & Contributions	1,382		**1,382**		1,382		1,382	
Other O & M	1,155		**624**		624		624	
Subtotal	**3,733**		**3,016**		**3,016**		**3,016**	
TOTAL	**206,758**	**1,205.8**	**224,765**	**1,271.3**	**225,040**	**1,271.3**	**225,040**	**1,271.3**

Department of

Health and Social Services

Business Plan

2011-2014

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CORE BUSINESS

The programs of the Department of Health and Social Services are described within the five lines of business highlighted below:

	Budget ($000)			
	2010-11	2011-12	2012-13	2013-14
Directorate	19,540	**19,540**	19,540	19,540
Social Services	36,710	**42,450**	40,950	40,950
Public Health	16,034	**17,193**	16,034	16,034
Treatment	153,798	**164,650**	166,620	167,025
Health Insurance	38,335	**53,155**	53,155	53,155
TOTAL	**264,417**	**296,988**	**296,299**	**296,704**

Directorate

The Directorate Branch provides overall management support and advice to the Minister, under the direction of the Deputy Minister. The Branch is also responsible for strategic planning, providing leadership in the development of policy and legislation, communications, budget coordination, capital planning, financial services, human resource development, and systems support. Leadership and coordination in the areas of nursing, regional service delivery, and overall departmental quality assurance are also key functions of this Branch.

Objectives

- To provide overall management support and leadership across the Department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To ensure ongoing implementation and integration of governmental priorities (*Tamapta*) into departmental operations.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Deputy Minister	1,542	**1,542**	1,542	1,542

The office of the Deputy Minister provides support and advice to the Minister and the Government of Nunavut and ensures consistent implementation of ministerial direction and government policy. The Deputy Minister provides overall direction and leadership to the Department.

ADM Programs and Standards	618	**618**	618	618
Provides overall management and leadership in areas of programs and standards, carries out strategic initiatives and provides strategic policy advice to the Department.				
ADM Operations	2,927	**2,927**	2,927	2,927
Provides overall management and leadership for regional operations and support for local community capacity building.				
Corporate Services	9,429	**9,429**	9,429	9,429
A multi-disciplined division responsible for the provision of support functions, including finance and administration, capital planning and health information. This division provides direction for financial services to all sectors of the department.				
Human Resources	4,133	**4,133**	4,133	4,133
Provides overall direction and leadership in support of nursing recruitment and retention, Inuit employment planning and general human resource administration.				
Policy, Planning and Evaluation	891	**891**	891	891
Provides leadership and advisory services in the review, development and implementation of departmental policies, legislation and strategies; leads strategic planning and business planning processes for the Department; provides policy and strategic advice and support to the Deputy Minister and Minister's office; and coordinates the Department's working relationships with federal, provincial and territorial (FPT) counterparts.				
Total, Directorate	**19,540**	**19,540**	**19,540**	**19,540**

Priorities (2010-11)

- Complete and implement a fully integrated communications strategy for the department.

  Status: *The communications strategy and implementation plan will be fully completed by March 31, 2011. Implementation will commence in the 2011-12 fiscal year.*

- Implement the recommendations of the Office of the Auditor General with regard to invoice processing and cost recoveries.

  Status: *The Office of the Auditor General invoice processing recommendations will have been implemented. Cost recovery recommendations will be phased-in beginning in the 2011-12 fiscal year.*

- Establish a privacy policy framework that governs both electronic and non-electronic health information.

  Status: *A suite of privacy and security policies will be developed by March 31, 2011.*

- Implement the Nunavut Integrated Electronic Health Record (NUieHR) in four communities (Iqaluit, Pangnirtung, Rankin Inlet and Cambridge Bay).

  Status: *The system will be implemented in Iqaluit, Rankin Inlet and Cambridge Bay by March 31, 2011. Subject to WAN Network upgrades, the system will be deployed in Pangnirtung in 2011-12.*

- Develop a health services strategic plan based on the results of the Health Services Evaluation project completed in 2009-2010.

  Status: *Work on the first phase of the project has been completed (inventory of HSS facilities, services and personnel). An overview of the state of health services in Nunavut has also been completed. The second phase of the project (health care gap analysis and potential for innovation) will be completed by March 31, 2011.*

- Strengthen, empower and support Community Health Committees.

  Status: *The Department is working collaboratively to build the capacity of Community Health Committees. This is being accomplished through the completion of regional workshops, departmental funding and ongoing support by HSS staff.*

Priorities (2011-12)

- Establish a certified practice program with Nunavut Arctic College to certify Community Health Nurses in advanced practice skills.
- Develop an evaluation framework to monitor and assess the quality of departmental programs and services.
- Continue to develop a health services strategic plan based on the health care gap analysis and potential for innovation aimed at establishing optimal staffing levels and service delivery approaches in each community.
- Implement the fully integrated Communications Strategy for the department.
- Begin to phase-in implementation of the Office of the Auditor General cost-recovery recommendations.
- Implement privacy and security policies that govern both electronic and non-electronic health information.
- Develop a health and social services human resource plan that incorporates measures aimed at developing and advancing Inuit employees.

Priorities (2012-13)

- Establish a Licensed Practical Nurse (LPN) program that will train and educate Nunavummiut for LPN work within the territory.
- In collaboration with the Department of Finance, implement a budgeting process

that reflects the cyclical nature of anticipated cash disbursements for major health programs, as recommended by the Office of the Auditor General.

- Implement the NUieHR in all remaining communities in Nunavut, subject to WAN Network upgrades.

Priorities (2013-14)

- Implement the NUieHR in referral sites located in Ottawa, Edmonton and Yellowknife.

Social Services

The Social Services Branch provides a range of support services for children and vulnerable adults who may require protection or other specialized services. Services are provided in six key areas: child protection, adoption, guardianship, adult support, residential care and family violence services. The Branch assists individuals, families, groups and communities to develop skills and utilize both personal and community resources to enhance their well-being. The Branch also plays an important role in program development and the provision of standards for program delivery.

Objectives

- To provide overall social services leadership and program support across the territory.
- To fulfill the legislative responsibilities inherent in the following statutes: *Child and Family Services Act*, *Adoption Act*, *Aboriginal Custom Adoption and Recognition Act* and the *Guardianship and Trusteeship Act*.
- To provide emergency intervention to address domestic violence.
- To protect the rights of children, youth, families and vulnerable individuals.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Social Services Headquarters	1,673	**2,573**	1,073	1,073

Responsible for interpreting legislation and policy, identifying program gaps, recommending and drafting policy and legislative changes through consultation with other GN departments. Ensures territorial participation in all programs and services being developed at the national level, and provides training and communications materials for both staff and the general public

Child Protection Services	7,443	**7,443**	7,443	7,443

Ensures the safety and well-being of children and youth by providing essential services. This may include investigations, interventions and residential services that are provided by child protection workers under the *Child and Family Services Act.*

Adoption Services	466	**466**	466	466
Under the *Adoptions Act* and the *Aboriginal Custom Adoption Recognition Act*, Social Services is responsible for departmental, custom, private and international adoptions in the territory.				
Guardianship Services	1,456	**1,456**	1,456	1,456
Under the *Guardianship and Trusteeship Act*, the Office of the Public Guardian reviews all guardianship applications and documents before they are presented to the Court. The Public Guardian can also be appointed by the Court to represent a person who has no family members or friends who are willing, suitable or able to act as guardians.				
Adult Support Services	2,311	**2,311**	2,311	2,311
Provides a range of counseling and support services to eligible adults with disabilities.				
Family Violence Services	3,846	**3,846**	3,846	3,846
Social workers provide family violence intervention services. This may include individual and group counseling and referral to other services and transportation to a safe location.				
Residential Care (Facility Based)	19,515	**24,355**	24,355	24,355
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized residential care.				
Total Social Services	**36,710**	**42,450**	**40,950**	**40,950**

Priorities (2010-11)

- Undertake a comprehensive review, which includes community consultations, of child and family services legislation, programming and current delivery models, which includes community consultation.

  Status: *A comprehensive review, including community consultations, of child and family services legislation, programming and current delivery models has been completed. A Legislative Proposal, policy analysis review of the consultations and the identification of options for decision will be completed by March 31, 2011.*

Priorities (2011-12)

- Develop a legislative framework for child and family services legislation and work with the Department of Justice to draft the required changes to the Act.
- Develop an electronic case management system for social services.
- Implement the Residential Care Strategy completed in 2010-2011.
- Expand social service programs and services offered in-territory for youth at risk.

Priorities (2012-13)

- Introduce new child and family services legislation.
- Develop new approaches to child and family services programming that reflect Nunavut's culture and values based on consultations which occurred in 2011.

Priorities (2013-14)

- Implement new approaches for the delivery of culturally appropriate programming for child and family services in line with updated child and family services legislation.

Public Health

The Public Health Branch provides direction and leadership in public health throughout Nunavut through the provision of prevention, protection and public education initiatives. Public Health undertakes strategies and approaches that combine education and skill building, social policy, inter-sectoral partnership and collaboration, regulation, community development and the support of effective clinical prevention interventions. Additionally, the Branch delivers a number of health promotion programs in cooperation with, and on behalf of, the Government of Canada.

Objectives

- To develop public health strategies to improve the health status of the population.
- To monitor trends in disease and health determinants to enable an informed response to public health issues.
- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Chief Medical Officer of Health		1,038	**1,038**	1,038	1,038

The Chief Medical Officer of Health (CMOH) provides leadership and expertise to several health protection programs that focus on health promotion, environmental health, determination of health consequences of environmental contaminants, and communicable disease prevention and awareness. The CMOH establishes and maintains professional standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.

Communicable Diseases Control		146	**146**	146	146

Develops standards, protocols and strategies concerning communicable disease. Monitors the outbreak of disease and evaluates disease prevention and control programs. Disseminates information, assists with the development of promotional materials and educates people about communicable disease prevention and control.

Environmental Health 922 **922** 922 922

The Territorial environmental health specialist provides clinical supervision to five regional environmental health officers who work to ensure that investigations, identification, prevention and remedial actions related to water, food, air, sewage and other environmental health risks occur in an appropriate and timely manner.

Health Protection 404 **404** 404 404

Provides expertise and leadership to the regions in the delivery of programs and services dedicated to protecting the health of Nunavummiut.

Tuberculosis (TB) Program 129 **129** 129 129

A territory-wide program to prevent new cases of tuberculosis and to treat those infected with tuberculosis.

Health Promotion 10,683 **11,842** 10,683 10,683

Services are designed to address collective health and well-being; to enhance individual, group and community knowledge, skills and control over decision-making; and to mobilize community resources for wellness. The program provides for direct involvement and partnerships of individuals, groups and communities in matters pertaining to the delivery of health and social service programs. This program also administers a variety of federally funded health enhancement programs and initiatives.

Information Research 597 **597** 597 597

Provides information needed to track the wellness/morbidity of individuals, families and communities in Nunavut. Also provides for timely response and program adjustments by monitoring emerging health and social trends using data on health status, population health statistics and disease registries.

Nutrition 285 **285** 285 285

Encompasses the specialized areas of clinical nutrition, foodservice management and public health, and ensures that policies, programs and services are in place to support nutritional health and disease prevention for all age groups.

Dental Services 1,830 **1,830** 1,830 1,830

Delivers comprehensive, timely and appropriate oral health care and prevention programs.

Total, Public Health	**16,034**	**17,193**	**16,034**	**16,034**

Priorities (2010-11)

- Complete a legislative framework and undertake consultations on the new *Public Health Act*.

Status: *The consultations will be completed by March 31, 2011, and the legislative framework will be drafted by June 2011.*

- Develop and begin implementing a Tobacco Reduction Strategy.

  Status: *A Tobacco Reduction Strategy has been developed. The new strategy will be implemented during the 2011-12 fiscal year.*

- Integrate existing early childhood health and development programs to create holistic initiatives for children and their families.

  Status: *The Department continues to work with Health Canada on the development of a flexible and stable funding model that will support the delivery of integrated early childhood health and development programs for children and their families.*

Priorities (2011-12)

- Implement two priority food security projects in collaboration with the interdepartmental Poverty Reduction Working Group (parenting support pilot project with food security emphasis; breakfast program enhancement and policy development).
- Complete the legislative framework for the *Public Health Act* and work with the Department of Justice to draft the required changes to the *Act*.
- Develop a holistic sexual health program.
- Establish comprehensive child nutrition programming and standards.
- Implement the new Tobacco Reduction Strategy.

Priorities (2012-13)

- Implement the holistic sexual health program.
- Introduce a new *Public Health Act in the spring of 2013.*
- Develop parenting programs that are community driven and integrate with early childhood health and development initiatives.

Priorities (2013-14)

- Implement parenting programs that fall within the department's mandate, that are integrated with early childhood health and development initiatives.
- Implement the new *Public Health Act* and associated program and service delivery changes.

Treatment

The Treatment Branch includes inpatient and outpatient services provided at health centres, the Qikiqtani General Hospital and in the community. This includes medical travel, both emergency (medevac) and scheduled, necessary referrals, and emergency social/family interventions that require transport out of a community or out of Nunavut. This Branch also includes the cost of physician and specialist services both in and out of territory, including rehabilitation services.

Objectives

- To provide the appropriate care at the appropriate time, by the appropriate provider in the appropriate place.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Professional Practice	1,359	**1,349**	1,349	1,349
Promotes, establishes and maintains professional standards, best practices, and clinical procedures. Manage the credentialing, registration and licensing of health care providers, and outcome and evaluation system.				
Mental Health	8,551	**10,551**	12,201	12,201
Provide a client-centred, comprehensive, seamless continuum of care which includes assessment, counselling, treatment and referral services to those individuals and families experiencing emotional distress and/or psychiatric disorders. This includes providing support and assistance to communities and groups to better understand and deal effectively with primary, acute and/or emergency mental health issues, self harming behaviours, high stress, self-esteem and wellness (addictions) issues that limit personal functioning and well-being.				
Home Care and Community Care	7,268	**7,268**	7,268	7,268
Offers health related services to Nunavummiut needing extra care due to illness, poor health or disability. Aims to preserve and maximize an individual's ability to remain independent at home through case management, nursing and personal care. Supports and strengthens family and community involvement in care delivery.				
Medical Transportation	47,923	**53,397**	53,397	53,397
Provide transportation services for patients who require medical services not available within their own community.				
Hospital and Physician Services	58,272	**61,660**	61,980	62,385
Provides inpatient and outpatient services, including specialist services, in Nunavut and out of territory. This program also provides rehabilitation services such as physiotherapy, occupational therapy, speech therapy and audiology services, and specialist visits to Nunavut. Provide access to physician services, which are either provided in a hospital or through visits on a rotational basis to community health centres.				

Community Health Centres	30,425	**30,425**	30,425	30,425

Provide access to a range of primary and public health care services. Programs cover the entire health/illness continuum and client span. Services are integrated and coordinated with other specialty services to provide a multi-disciplinary approach to client care. Services focus on treatment and prevention.

Total, Treatment	**153,798**	**164,650**	**166,620**	**167,025**

Priorities (2010-11)

- Introduce a *Licensed Practical Nurses Act.*

  Status: *The Licensed Practical Nurses Act was introduced in the legislature in June 2010.*

- Develop a Clinical Quality Assurance Program and implement territory-wide.

  Status: *A Clinical Quality Assurance Program is currently being developed. The development process will be ongoing, with phased-in implementation beginning in the 2011-12 fiscal year.*

- Implement the *Addictions and Mental Health Framework,* including a land-based and facility-based treatment programs and services.

  Status: *A Mental Health Framework will be completed by March 31, 2011. The Department will also be implementing a pilot project for the delivery of facility-based treatment programming.*

- Implement a territorial suicide prevention strategy in partnership with Nunavut Tunngavik Inc. and the Embrace Life Council.

  Status *A Suicide Prevention Strategy has been developed and approved by partner organizations. It is anticipated that the Strategy will be implemented by the GN and its partners in the 2011-12 fiscal year.*

- Undertake a review of the Home Care Program to determine whether established programming and standards are addressing needs.

  Status: *A review of the Home Care Program will be completed by March 31, 2011. Any required programming changes will be implemented in the 2011-12 fiscal year.*

- Implement the *Maternal and Newborn Health Care Strategy.*

  Status: *The Maternal and Newborn Health Care Strategy is being implemented (as resources become available).*

- Implement a territorial physician services strategic plan.

  Status: *A draft territorial physician services strategic plan has been developed. Implementation will commence by March 31, 2011.*

Priorities (2011-12)

- Implement the Nunavut Suicide Prevention Strategy in partnership with Nunavut Tunngavik Inc., RCMP and the Embrace Life Council.
- Develop land-based and facility-based addictions treatment programs and services, as part of the Addictions and Mental Health Framework.
- Implement any required changes to the Home Care program based on the results of the review that was completed in 2010-11.
- Implement phased-in components of the Clinical Quality Assurance Program.
- Complete a comprehensive review of the *Client Travel Policy*.
- Develop a delivery model for rehabilitation services that focuses on improved access to services at the community level.
- Develop a program to support Nunavummiut who are qualified to attend medical school, in partnership with Nunavut Arctic College.
- Develop territorial guidelines and standards for family physician clinics, as part of the territorial physician services strategic plan.

Priorities (2012-13)

- Undertake a review of the *Mental Health Act*.
- Complete the development of the family practice program in the two regional health facilities.
- Expand clinical services offered at the Qikiqtani General Hospital.
- Implement phased-in changes to the delivery model for rehabilitation services.
- Implement any changes that may result from the comprehensive review of the Client Travel Policy.
- Deliver, or support the delivery of, the program to support Nunavummiut who are qualified to attend medical school.

Priorities (2013-14)

- Undertake a review of the *Pharmacy Act*.

Health Insurance

The Health Insurance Branch includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions for Nunavummiut, as well as supplementary health benefits and vital statistics. The Branch also administers the Non-Insured Health Benefits (NIHB) program on behalf of the Federal Government (Vote 4 funding).

Objectives

- To provide efficient administration of the Nunavut Health Insurance Plan, both in and out of territory, to all Nunavummiut.
- To administer the NIHB program on behalf of the Government of Canada.
- To ensure that all residents who face financial barriers have access to medically necessary health services.
- To administer vital statistics.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Health Insurance Programs / Vital Statistics	1,452	**1,452**	1,452	1,452
Records and issues certificates for births, marriages, and deaths that occur in Nunavut. Registers change of name orders, adoptions, additions of father details to birth records, and additions or changes of given names. The unit is also responsible for the management and administration of Nunavut Health Insurance Programs, Non-Insured Health Benefits and Extended Health Benefits.				
Extended Health Benefits	360	**1,171**	1,171	1,171
The Extended Health Benefits program is a supplement to the Nunavut Health Care Plan. It assists individuals with health related costs not otherwise covered. This program provides similar benefits to non-aboriginals that beneficiaries receive through the Federal Government's Non-Insured Health Benefits program.				
Out-of-Territory Hospitals	33,523	**44,200**	44,200	44,200
Responsible for the payment of out-of-territory hospital services. When Nunavut patients are seen in other provinces, the province then reciprocally bills the Government of Nunavut for these services.				
Reciprocal Physician Billings	3,000	**6,332**	6,332	6,332
Management of payments for insured health services provided by another jurisdiction to residents of Nunavut and also for private fee-for-service physicians within Nunavut.				
Total, Health Insurance	**38,335**	**53,155**	**53,155**	**53,155**

Priorities (2010-11)

- Finalize the review of territorial supplementary health programs.

  Status: *A review of the Extended Health Benefits program will be completed by March 31, 2011.*

- Develop communications materials to better inform Nunavummiut of insured and supplementary health programs.

Status: *New communications materials have been developed to better inform Nunavummiut about insured and supplementary health programs.*

- Undertake a review of delivery options for the Non-Insured Health Benefits program.

  Status: *Options for the delivery of Non-Insured Health Benefits are still under review. It is anticipated the review process will continue into the 2011-12 fiscal year.*

Priorities (2011-12)

- Review the *Vital Statistics Act* for possible amendment.
- Complete the review of delivery options for the Non-Insured Health Benefits program.

Priorities (2012-13)

- Introduce amendments to the *Vital Statistics Act* as required.
- Implement any program changes that result from the review of supplementary health programs and NIHB.

Priorities (2013-14)

- Implement any programming changes that result from revisions to the *Vital Statistics Act.*

Appendix I: Financial Summary

Branch	**2010 – 2011 Main Estimates**		**2011 – 2012 Main Estimates**		**2012 – 2013 Planned**		**2013 – 2014 Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
DIRECTORATE								
Salary	14,517	122.0	**14,517**	**122.0**	14,517	122.0	14,517	122.0
Grants & Contributions	-		-		-		-	
Other O&M	5,023		**5,023**		5,023		5,023	
Subtotal	**19,540**		**19,540**		**19,540**		**19,540**	
SOCIAL SERVICES								
Salary	8,056	64.0	**8,056**	**64.0**	8,056	64.0	8,056	64.0
Grants & Contributions	3,846		**3,846**		3,846		3,846	
Other O&M	24,808		**30,548**		**29,048**		**29,048**	
Subtotal	**36,710**		**42,450**		**40,950**		**40,950**	
PUBLIC HEALTH								
Salary	12,375	127.0	**12,515**	**127.0**	12,375	127.0	12,375	127.0
Grants & Contributions	850		**1,526**		850		850	
Other O&M	2,809		**3,152**		2,809		2,809	
Subtotal	**16,034**		**17,193**		**16,034**		**16,034**	
TREATMENT								
Salary	69,101	661.3	**69,351**	**663.3**	71,016	677.3	71,126	678.3
Grants & Contributions	1,633		**1,793**		1,863		2,018	
Other O&M	83,064		**93,506**		93,741		93,881	
Subtotal	**153,798**		**164,650**		**166,620**		**167,025**	
HEALTH INSURANCE								
Salary	1,308	18.0	**1,308**	**18.0**	1,308	18.0	1,308	18.0
Grants & Contributions	-		-		-		-	
Other O&M	37,027		**51,847**		51,847		**51,847**	
Subtotal	**38,335**		**53,155**		**53,155**		**53,155**	
TOTAL	**264,417**	**992.3**	**296,988**	**994.3**	**296,299**	**1,008.3**	**296,704**	**1,009.3**

Department of
Environment

Business
Plan

2011-2014

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CORE BUSINESS

The Department of Environment (DOE) has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife, fisheries and parks. The department delivers a wide range of regulatory and program functions, and implements specific statutory and legal obligations of the GN, including a number of commitments under the *Nunavut Land Claims Agreement* (NLCA).

The Department of Environment takes an integrated approach to sustainable resource management by focusing on wildlife, fisheries and sealing, environmental protection, parks and special places. Careful management of our resources that depends on good quality land, water, and air will ensure healthy communities in Nunavut.

In order to achieve this, the Department of Environment is divided into five lines of business:

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-14**
Corporate Management	3,867	**4,277**	4,277	4,277
Wildlife Management	10,867	**11,373**	11,373	11,373
Environmental Protection	1,620	**1,854**	1,854	1,854
Fisheries and Sealing	2,811	**3,272**	3,272	3,272
Parks and Special Places	1,474	**1,502**	1,502	1,502
TOTAL	**20,639**	**22,278**	**22,278**	**22,278**

All divisions are responsible for sector-specific program development and delivery as well as providing support for corporate management of the department.

Corporate Management

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation division, and the Corporate Services division.

The Directorate is responsible for overall management and direction of the Department of Environment and includes the offices of the Deputy Minister and Assistant Deputy Minister. The Directorate provides leadership to the department and ensures programs and services delivered by the department reflect the priorities of the government. The Directorate is also responsible for leading the incorporation of Inuit Societal Values into all department activities.

The Policy, Planning and Legislation division is responsible for integrating and coordinating policy, legislation development, planning functions of the department, and providing advice on policy and strategic direction to the Directorate, as required. The division works to ensure effective communications within the department, the GN, and with Nunavummiut, as well as with national and international audiences.

Corporate Services division provides overall support to the department and ensures that all programs and services are effectively managed. It ensures that the financial and human resources operations of the Department of Environment are carried out in accordance with the policies and procedures of the department and the GN.

Objectives

- Provide strategic direction, support, guidance, and financial accountability to departmental operations in the delivery of our programs and services.
- Co-ordinate the departmental support of GN-wide priorities.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Directorate	687	**705**	705	705
The Directorate is responsible for overall management and direction of the Department of Environment.				
Policy, Planning and Legislation	1,056	**1,101**	1,101	1,101
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.				
Corporate Services	2,124	**2,471**	2,471	2,471
Corporate Services provides a full range of support services to the department in the areas of financial services and management, business planning, human resource services, staff development, retention and training.				
Total, Corporate Management	**3,867**	**4,277**	**4,277**	**4,277**

Priorities (2010-11)

- Develop and implement a new departmental-wide Communication Strategy, to include a specific environmental education plan.
  Status: *Effective departmental communication procedures and processes established. It is anticipated that a new communication strategy will be completed prior to the end of the fiscal year.*

- Establish a departmental communications group to meet regularly and improve internal/external DOE communications.
  Status: *Priority was initiated but has been delayed due to staffing issues. Departmental staff participate regularly in interdepartmental communication initiatives.*

- Develop a comprehensive approach to national and international messaging on environmental issues.
  Status: *In progress. Effective sector-specific messaging and marketing, particularly in relation to polar bears and seals, is underway. A more comprehensive overall approach will be included in a departmental communication strategy.*

- Provide Access to Information and Protection of Privacy (ATIPP) training to all DOE staff.
  Status: *Ongoing. Training has been provided to a number of groups within the department (conservation officers, research scientists, senior managers) and will continue to be offered on an on-going basis. ATIPP training is also included as part of the orientation for new employees to the department.*

- Enhance performance management to meet needs of employees and the department.
  Status: *In progress. DOE continues to research and develop the questionnaire templates necessary for departmental performance measurement.*

- Continue to develop records retention schedules for all operational records held by the department.
  Status: *Underway, but delayed due to staffing issues. Records retention schedules for departmental operational records have been completed for one division, and the development of other retention schedules is underway.*

- Provide training in conflict resolution for DOE staff.
  Status: *In progress. It is anticipated that all interested DOE staff will receive this training prior to the end of the fiscal year.*

Priorities (2011-12)

- Conduct a review of all DOE programs to ensure that they are service oriented in terms of ease of access and utility for clients.
- Engage the DOE Elders Advisory Committee in public education and communication initiatives in order to gain advice on integrating Inuit Societal Values into all communication and education projects.
- Establish and build on existing partnerships with Government and Inuit Organizations to support environmental education programs throughout the territory.
- Provide Information Management training to all DOE staff.

Priorities (2012-13)

- Develop an orientation and awareness program on Inuit Societal Values for DOE staff.

- Continue to make staff training a priority.
- Re-evaluate the performance management template to ensure it advances the department's priorities.

Priorities (2013-14)

- Develop competency database for recording and tracking staff skills, training, technical skill sets and qualifications.
- Develop DOE specific financial and human resources manual for supervisors and managers.
- Continue to enhance DOE employees skill sets through training and development.
- Evaluate effectiveness of departmental communication strategy and enhance as necessary.
- Work with other wildlife and environmental co-management organizations to develop the next generation of environmental leaders through youth capacity-building.

Wildlife Management

Wildlife Management has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Management is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions. This includes on-going responsibility for the co-management of wildlife as obligated under the NLCA.

Objectives

- Provide up-to-date information from various sources, including in-house scientific research and Inuit Qaujimajangit, to co-management partners in order to make responsible wildlife management and land use decisions.
- Develop wildlife management plans with co-management partners in order to protect wildlife populations.
- Meet national and international obligations.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Wildlife Operations	6,048	**6,227**	6,227	6,227

Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.

Wildlife Research 3,873 **4,200** 4,200 4,200

Wildlife Research includes scientific research, wildlife monitoring and the collection, analysis, and archiving of Inuit Qaujimajangit. Development of management plans, regulations, and conservation recommendations for consideration by the Nunavut Wildlife Management Board (NWMB) are achieved through extensive community and stakeholder consultations. Wildlife Research works with HTOs, Regional Wildlife Organizations, the NWMB, parks co-management committees, as well as national and international management bodies. This section also reviews land use applications, monitors land use impacts, and develops recommendations with respect to wildlife and wildlife habitat.

Community Harvesters Assistance Program (CHAP) 251 **251** 251 251

CHAP provides assistance to harvesters and recognized organizations which direct their efforts to enhancing the wise use of the harvestable resources of Nunavut. It supports the principles of renewable resource development.

Hunters and Trappers Organizations 317 **317** 317 317

This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.

Regional Wildlife Management Boards 223 **223** 223 223

This program area involves provision of core operating funding to each of Nunavut's three Regional Wildlife Organizations.

Wildlife Community Support and Contributions 155 **155** 155 155

Wildlife Community Support and Contributions support individuals and organizations involved in the harvesting and management of wildlife in Nunavut. This program covers various contributions to individuals and organizations, including Beverly Qamanirjuaq Caribou Management Board, Canadian Cooperative Wildlife Health Centre, community hunts, and disaster compensation.

Total, Wildlife Management **10,867** **11,373** **11,373** **11,373**

Priorities (2010-11)

- Continue with implementation of Community Bear Plans for remaining Nunavut Communities.
  Status: *Community Bear Management Plans have been implemented in Arviat. Some recommendations from Community Bear Management Plans have been initiated in Igloolik, Hall Beach, Qikiqtarjuaq, and Resolute Bay. Community Bear*

Management Plans have been drafted for Pond Inlet, Clyde River, Whale Cove, Rankin Inlet, Coral Harbour, and Chesterfield Inlet.

- Initiate implementation of the Caribou Management Strategy.
  Status: *We anticipate that the consultations and input from user groups, other GN departments, other governments, and industry will be concluded and a final draft strategy prepared by early 2011. Implementation will begin after strategy is finalized.*

- Finalize the development of aerial surveys as an alternative less invasive method to estimate polar bear populations and determine its success and possible application to other populations in Nunavut.
  Status: *One full scale and two pilot aerial surveys were conducted in 2010. Preliminary results from aerial surveys in the Foxe Basin indicate the method will work for that population. Aerial surveys are planned in 2011-2012 for the Western Hudson and Baffin Bay populations. Research and development of alternative less invasive research methods is ongoing.*

- Provide the NWMB with a population estimate for the Foxe Basin polar bear population for consideration in possibly adjusting the Total Allowable Harvest.
  Status: *Anticipate provision of a preliminary report and management recommendations to the NWMB for the next harvest season.*

- Finalize Peary Caribou Management Plan and seek to develop collaboratively a Recovery Strategy if Peary caribou is listed as Endangered under the federal *Species at Risk Act*.
  Status: *Significant progress has occurred. Consultation with High Arctic Communities was initiated in September 2010 to engage local experts in management planning initiatives and to develop a meaningful way to move forward. A management planning team that includes both the Department of Environment and community experts will collaboratively develop the necessary documents.*

- Implementation of the MOU with Greenland and develop actions to address harvest concerns in the shared populations.
  Status: *The joint committee expects to finalize an action plan by the end of the 2010-11 fiscal year. Pilot studies including a feasibility assessment of aerial surveys are expected to be reported on in winter 2010-2011. A new recommended harvest level should be available by early 2012-2013.*

- Finalize Wildlife Regulations.
  Status: *Regulations have been drafted and are expected to be finalized by the end of 2010/2011. Implementation will be ongoing.*

- Strengthen and improve cooperation between Conservation Officers and HTOs.

Status: *Increasing liaison efforts by Conservation Officers, such as delivering pre-consultation information packages on the draft caribou strategy, will be ongoing and will serve to foster and improve cooperation.*

Priorities (2011-12)

- Review contribution programs in order to enhance access to country foods for communities.
- Initiate implementation of the Caribou Management Strategy.
- Implement electronic licensing system in conservation offices.
- Implementation of Co-Management Partnership Advisory Committee.
- Develop and implement a harvest monitoring program for selected species (ungulates, bears, wolverine, wolves).
- Initiate planning for establishment of polar bear management plan.
- Begin consultations on development of grizzly bear management plan.

Priorities (2012-13)

- Work with NTI, the Nunavut Wildlife Management Board, and the regional wildlife organizations on the development of coordinated hunter education programs, in order to preserve, maintain and promote traditional knowledge regarding wildlife and proper hunting practices.
- Establish an animal care committee that considers scientific information and Inuit knowledge and values.

Priorities (2013-14)

- Finalize grizzly bear management plan for Nunavut.
- Finalize polar bear management plan for Nunavut.
- Finalize inter-jurisdictional agreement on caribou with jurisdictions sharing caribou herds with Nunavut.

Environmental Protection

The Environmental Protection Division (EPD) is responsible for enforcing Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act* (EPA) and the *Spill Contingency Planning and Reporting Regulations* and for carrying out all territorial government responsibilities in relation to the Nunavut Planning Commission under Article 11.3 of the *Nunavut Land Claims Agreement*. EPD also encourages implementation of over a dozen environmental guidelines which are intended to assist government, industry and the public to come into and/or remain in compliance with the EPA.

Some of the key functions of the Environmental Protection Division include the following:

- Ensures the protection of the environment through compliance with the *Environmental Protection Act*, its regulations and guidelines.

- Monitors and investigates spills incidences involving hazardous materials (~150 incidents per year).
- Delivers environmental protection programs to the public, government and industry in a clear, consistent, efficient and professional manner.
- Undertakes preventative programs directed toward protecting the environment and mitigating any negative impacts resulting from human activity (industrial or domestic).
- Works with industry, government and the public to make certain that development projects will be undertaken in a manner that will minimize negative impacts on the environment.
- Provides expert advice and assistance to the development of legislative initiatives in order to promote environmental protection.
- Provide spill response training both in-house and to industry.
- Develop programs and initiatives related to climate change impacts to Nunavut.

Programs	**Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Environmental Operations		624	**868**	868	868

The Environmental Protection Division is sub-divided into three sections: Pollution Control, Environmental Assessment and Land Use Planning, and Climate Change.

Environmental Operations is responsible for providing overall guidance and direction to the Division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the department's environmental protection programs.

Pollution Control		573	**563**	563	563

The primary function of this section is enforcement of the EPA and its regulations. This entails environmental monitoring, inspections, investigations, spill response and, in extreme cases, enforcement action. Pollution Control is also responsible for developing and promoting pollution prevention activities, including environmental guideline development as well as providing direction to government, industry and the general public on hazardous materials management, spills/emergency response and legislative compliance.

Environmental Assessment and Land Use Planning		283	**283**	283	283

This section is responsible for supporting DOE and the GN in the delivery of obligations under the *Nunavut Land Claims Agreement* for environmental assessment, land use planning and general monitoring.

This section is the first point of contact for Nunavut's land and resource management boards to access the GN's expertise on air, land, water and wildlife and work to identify and mitigate potential impacts from development. The section coordinates DOE's participation in the screening, environmental impact assessment, and on-going monitoring of resource development projects in Nunavut; coordinates GN responses to the Nunavut Planning Commission (NPC) in the development, review and approval of land use plans and planning policies that guide resource development in the territory; and supports the fulfillment of NLCA Article 12.7.6 obligations for general monitoring. In the delivery of these functions the section works closely with the interdepartmental Sustainable Development Advisory Group.

Climate Change	140	**140**	140	140

The Climate Change section has been engaged in community-based adaptation strategies which focus on how climate change will affect community infrastructure and traditional activities such as hunting and fishing, and how people can adjust to these changes. This entails extensive public meetings and working closely with the Federal Government, NGOs and other GN departments and agencies. This section also participates in scientific research and coordinates government responses to climate change issues.

Total, Environmental Protection	**1,620**	**1,854**	**1,854**	**1,854**

Priorities (2010-11)

- Begin implementing DOE Priority Action Items identified in the Nunavut Climate Change Adaptation Action Plan.
  Status: *Revised strategic direction "Upagiaqtavut: Setting the Course" completed and approved. Commenced crafting a comprehensive interdepartmental action plan.*

- Develop and release environmental guidelines for: Disposal of Mercury-Containing Lamps; and Incineration Guideline for Seasonal/Small Camps.
  Status: *Guidelines will be completed by March 2011.*

- Complete development of a hazardous waste management training program for municipal workers.
  Status: *DOE is working with the Municipal Training Organization and the Edmonton Waste Management Centre of Excellence to develop a hazardous materials management course. It is anticipated that the course will be developed and delivered to the first group of students before the end of February 2011.*

- Implement second phase of anti-littering program including advertising, public education campaign, and development of a TV short.
  Status: *Branding has been developed for the anti-littering program. A visual arts firm from Iglulik has been retained to produce two anti-littering short films/music videos directed at Nunavut youth, which will be released by the end of the 2010-11 fiscal year.*

Priorities (2011-12)

- Support the Nunavut Planning Commission in the development of a Nunavut Wide Land Use Plan.
- Develop a Spill Level II Course (Environmental Investigations for Enforcement Officers) for Nunavut.
- Development of a web-based climate change information portal to act as a central repository for climate change information for Nunavut.
- Develop a Nunavut Climate Change Adaptation Action Plan.

Priorities (2012-13)

- Develop Used Oil and Waste Fuel Management Regulations.
- Compile a Nunavut State of the Environment Report.
- Coordinate implementation of the GN Climate Change Adaptation Plan.

Priorities (2013-14)

- Expand air quality monitoring to include Kivalliq and Kitikmeot communities.
- Develop additional environmental guidelines to assist industry in complying with the *Environmental Protection Act*.

Fisheries and Sealing

The Fisheries and Sealing division focuses on developing viable and sustainable industries that will ensure all revenues and opportunities derived from territorial resources benefit Nunavummiut. The implementation of the Nunavut Fisheries Strategy is a priority.

The division works towards maximizing economic opportunities for Nunavummiut while upholding the principles of conservation and sustainability. It works in close collaboration with industry and other stakeholders to lobby for greater federal support, improved quota access and infrastructure development in support of Nunavut's emerging fishing industry. A key activity is building and developing partnerships with other organizations and other levels of government to support fisheries in Nunavut.

Objectives

- Encourage and support viable, sustainable fishery, sealing and fur sectors in cooperation with stakeholders.
- Promote a clear understanding of the development potential of all three sectors through education and awareness.
- Represent Nunavut's sealing and fishery interests at international, federal, provincial and territorial levels.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Division Operations	1,366	**1,825**	1,825	1,825
The Fisheries and Sealing division operations oversees program delivery, acts as an advocate for the industries within Nunavut, Canada, and internationally. It provides advice on business development and investment opportunities, and supports human resource development for the sectors. It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development. Also included is support for the division's science and research activities, including the operation of the new research vessel.				
Commercial Fisheries Freight Subsidy	190	**190**	190	190
This program subsidizes the freight costs for the product of commercial fishers and harvesters to allow them to be competitive with producers from outside Nunavut.				
Fisheries Diversification Program	525	**525**	525	525
The Fisheries Diversification program provides financial assistance to Nunavut's fishing and sealing industries and assists with the growth of emerging fisheries and sealing opportunities. The program supports research and development initiatives that are of long-term, industry-wide benefit, and contributes to businesses, organizations, and individuals with viable fisheries development and diversification initiatives.				
Fur Pricing Program	570	**570**	570	570
The Fur Pricing program ensures harvesters are provided fair compensation by providing a set minimum price for furs and additional payments to reflect the final price at market, when market prices allow. The program also encourages the full use of skins from the traditional harvest that are surplus to household use.				
Nunavut Fisheries Training Consortium Program	150	**150**	150	150
The Nunavut Fisheries Training Consortium is a major long-term training initiative that assists the Inuit of Nunavut to obtain maximum employment and economic benefits from the development of a Nunavut based fishing industry.				
Fur Institute	10	**12**	12	12
This program is a contribution made to the Fur Institute of Canada to support the fur industry.				

Total, Fisheries and Sealing	**2,811**	**3,272**	**3,272**	**3,272**

Priorities (2010-11)

- Implement offshore and inshore fisheries science and research priorities outlined under the Nunavut Fisheries Science and Research Agenda.
  Status: *Two offshore projects and 13 inshore projects will be completed in 2010-11. It is anticipated that third party funding for the next three years of inshore projects will be secured by the end of the fiscal year.*

- Continue the development of Coastal Resource Inventory projects in communities throughout the territory.
  Status: *The field work has been completed on six communities (Igloolik, Kugluktuk, Arctic Bay, Kimmirut, Chesterfield Inlet and Qikiqtarjuaq) and it is anticipated that the field work for Sanikiluaq will also be completed this year. The department projects that the final reports for each of the six initial communities will be completed by year-end and tabled early in the 2011-12 fiscal year.*

- Support the domestic and international marketing of Nunavut's seal and long fur through the implementation of the Nunavut Seal and Long Fur Branding and Marketing Initiative.
  Status: *The Nunavut Seal and Long Fur Branding and Marketing Initiative is a four-year, $2.9 Million program. For 2010-11, third party funding was secured for two major initiatives: developing a Sealing and Long Fur Marketing Strategy; and holding six Fur and Sealskin Handling Workshops throughout the Territory.*

- Build on the success of the "Truly Wild" char logo through implementation of the Nunavut Fisheries Branding and Marketing Initiative.
  Status: *Development of a Nunavut Fisheries Branding and Marketing Strategy will be completed by March 2011 and we will support Nunavut's participation at the 2011 Boston Seafood Show.*

- Conduct a recreational fisheries survey for Nunavut with federal Department of Fisheries and Oceans, and Indian and Northern Affairs Canada support.
  Status: *Work has started in collaboration with Fisheries and Oceans Canada on the survey development and identification of recipients. It is anticipated that the survey will be sent to recreational fishers prior to 2010-11 year-end.*

Priorities (2011-12)

- Review the Fur Price Program and seal marketing programs and initiatives.
- Initiate research project on water bodies to increase char supply for processing in Nunavut.
- Continue science research and complete test fisheries in all regions.
- Continue with the three major initiatives started in 2010-11: the Nunavut Fisheries Science and Research Agenda, the Nunavut Fisheries Branding and Marketing Initiative, and the Nunavut Seal and Long Fur Branding and Marketing Initiative.

Priorities (2012-13)

- Initiate inshore fisheries projects in all regions.
- Review sports and recreational fishing in Nunavut.

- Conduct assessment of the need for fish processing and handling regulations for Nunavut.
- Continue with the three major initiatives started in 2010-11: the Nunavut Fisheries Science and Research Agenda, the Nunavut Fisheries Branding and Marketing Initiative, and the Nunavut Seal and Long Fur Branding and Marketing Initiative.

Priorities (2013-14)

- Support the development of new commercial inshore fishery opportunities.
- Complete the final year of the three major initiatives started in 2010-11: the Nunavut Fisheries Science and Research Agenda, the Nunavut Fisheries Branding and Marketing Initiative, and the Nunavut Seal and Long Fur Branding and Marketing Initiative.
- Undertake a needs analysis to identify future science and research priorities, and branding and marketing priorities for the fishery and sealing and long fur sectors.

Parks and Special Places

The Parks and Special Places division is responsible for planning, establishment, management, operation and promotion of *Mirnguiqsirviit* – Nunavut's territorial parks and special places.

Nunavut's parks and special places are important destinations and attractions for Nunavummiut and our visitors. They showcase our rich natural and cultural heritage locally, regionally, nationally and internationally; strengthen and support local Inuit cultures and communities through promotion and development of land-based activities; and stimulate pursuit of traditional activities through Inuit Qaujimajangit.

Parks and Special Places, through the Umbrella Inuit Impact and Benefits Agreement (IIBA) for Territorial Parks and the NLCA, are planned and managed jointly and are founded on sound and comprehensive resource information, *Inuit Societal Values*, local and scientific knowledge, and current technological and geospatial information.

Objectives

- Protect and conserve Nunavut's natural and cultural heritage, its biodiversity and integrity, and its significant, unique and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut's Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory's diverse and unique natural and cultural heritage.
- Enhance visitor experiences. Nunavut's Territorial Parks and Special Places promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of the natural and cultural values; and are

important destinations and attractions for Nunavummiut and visitors and provide direct and indirect economic benefit to communities.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Program Development	351	**351**	351	351
Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the 'Katjaqnaaq' brand; advising on park feasibility, planning and management, and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs.				
Operations and Planning	**982**	**1,006**	1,006	1,006
Operations and Planning is responsible for the division's asset and equipment planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and Heritage Rivers.				
Geospatial Information and Land Tenure	141	**145**	145	145
Geospatial Information and Land Tenure is responsible for the development, implementation, management and operation of the division's Geographic Information System (GIS); maintaining accurate land tenure and descriptions for parks and special places; management and maintenance of the department's geospatial database; and provision of geographic information system products and services to the division, the department, other GN departments, and to external clients.				
Total, Parks and Special Places	**1,474**	**1,502**	**1,502**	**1,502**

Priorities (2010-11)

- Commence community consultations and feasibility studies for a possible Territorial Park in Sanikiluaq.
  Status: *A visit to the community was completed in September 2010. Following receipt of letters of support, terms of reference for a feasibility study will be drafted, and reviewed by the community park advisory committee.*

- Complete negotiations for an Umbrella Inuit Impact and Benefits Agreement (IIBA) for Canadian Heritage Rivers in Nunavut.
  Status: *Negotiations are underway and an Agreement in Principle is anticipated in 2011.*

- Complete Draft Park Program and Master Plan and Management Plan Frameworks in keeping with the Umbrella Territorial Park IIBA.
  Status: *This is on schedule with draft final documents expected by 2010-11 fiscal year end.*

- Complete a discussion paper on protected areas in Nunavut.
  Status: *Discussion paper on protected areas is completed.*

Priorities (2011-2012)

- Continue community consultations and feasibility studies for a possible Territorial Park in Sanikiluaq.
- Commence community consultations and feasibility studies for a possible Territorial Park in Arviat.
- Complete negotiations for an Umbrella Inuit Impact and Benefits Agreement (IIBA) for Canadian Heritage Rivers in Nunavut.
- Commence community consultations towards the nomination of the Back River as a possible candidate to Nunavut's Canadian Heritage Rivers System.
- Complete consultations and development of an Interpretive Plan for Kugluk/Bloody Falls Territorial Park in Kugluktuk.

Priorities (2012-13)

- Commence consultation, research and plans for site and possible facility development along the Thelon and Kazan rivers in keeping with their Canadian Heritage Management Plans.
- Commence discussions with the community of Kimmirut on the development and interpretation of the HBC Boat Works facility and program.
- Complete feasibility studies for a possible Territorial Park on Axel Heiberg Island.

Priorities (2013-14)

- With the support of residents from Kugaaruk and Baker Lake, develop formal management plan for the Back River and present to the Canadian Heritage Rivers Board for consideration.
- Complete new Management Plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.
- Complete facility design and specifications for cabins and camping facilities associated with Nunavut's Canadian Heritage Rivers.
- Investigate alternative energy systems for use in territorial parks.

Appendix I: Financial Summary

Branch	2010 – 2011 Main Estimates		2011 – 2012 Main Estimates		2012 – 2013 Planned		2013 – 2014 Planned	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
CORPORATE MANAGEMENT								
Compensation and Benefits	2,945	25.0	**3,105**	**25.0**	3,105	25.0	3,105	25.0
Grants and Contributions	–		**–**		–		–	
Other O&M	922		**1,172**		1,172		1,172	
Subtotal	**3,867**		**4,277**		**4,277**		**4,277**	
PROGRAM MANAGEMENT								
Compensation and Benefits	10,427	97.5	**10,945**	**99.5**	10,945	99.5	10,945	99.5
Grants and Contributions	1,891		**1,893**		1,893		1,893	
Other O&M	4,454		**5,163**		5,163		5,163	
Subtotal	**16,772**		**18,001**		**18,001**		**18,001**	
TOTAL	**20,639**	**122.5**	**22,278**	**124.5**	**22,278**	**124.5**	**22,278**	**124.5**

Appendix II: Glossary of Acronyms Used

CHAP	Community Harvesters Assistance Program
DOE	Department of Environment
GN	Government of Nunavut
HTO	Hunters and Trappers Organization
IEP	Inuit Employment Plan
IIBA	Inuit Impact and Benefit Agreement
INAC	Indian and Northern Affairs Canada
NIRB	Nunavut Impact Review Board
NLCA	Nunavut Land Claims Agreement
NPC	Nunavut Planning Commission
NTI	Nunavut Tunngavik Inc.
NWMB	Nunavut Wildlife Management Board

Department of
Community and Government Services

Business Plan

2011-2014

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CORE BUSINESS

The Department of Community and Government Services focuses on following six lines of core business:

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-14**
Advisory and Administrative Services	9,123	**9,123**	9,123	9,123
Community Support Services	9,645	**9,645**	9,645	8,989
Municipal Transfer Payments	48,686	**55,282**	56,104	57,907
Government Services	67,210	**71,371**	70,853	70,859
Protection Services	5,606	**5,606**	5,606	5,606
Capital Planning and Technical Services	32,370	**33,671**	33,948	34,843
Petroleum Products *	-	-	-	-
TOTAL	**172,640**	**184,698**	**185,279**	**187,327**

Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office and provides policy and communications support to the senior staff. In addition, it provides financial management, accounting and administration services for headquarters and regional operations.

Advisory and Administrative Services also includes the Regional Directors who coordinate program and service delivery to community governments.

Programs **Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Directorate	1,607	**1,607**	1,607	1,607
Consists of the Deputy Minister's Office, Assistant Deputy Minister's Office, as well as special advisors. Provides senior support to the Minister's office.				
Policy and Procedures	672	**672**	672	672
Provides policy and legislative support for the senior managers and Minister.				
Corporate Services	3,950	**3,950**	3,950	3,950
Provides financial management, accounting and administrative services for the department.				

Regional Offices	2,115	**2,115**	2,115	2,115
Coordinates program and service delivery to communities through regional offices.				
Support Services	779	**779**	779	779
Provides Human Resources services as well as providing internal procedural administrative services for the department.				
Total, Advisory and Administrative Services	**9,123**	**9,123**	**9,123**	**9,123**

Priorities (2010-11)

- Carry out the consultation process with the stakeholders to propose delegation of lotteries to all municipalities under the Lottery Regulations.
  Status: *Consultations took place with Nunavut Association of Municipal Administrators in Nov 2010. Review of feedback.*

- Draft a Legislative Proposal to amend the Fire Prevention Act.
  Status: *Contingent on Legislative Proposal to adopt National Building Code in its entirety.*

- Develop a CGS Support Services Strategy for internships and training with the assistance of stakeholders.
  Status: *Working with Deputy Ministers Building Capacity Committee as part of the GN Human Resources Capacity Strategy.*

Priorities (2011-12)

- Review the *Lotteries Act* for possible amendment and update associated Regulations.
- Review the *Consumer Protection Act*.
- Finalize the CGS Support Service Strategy for internship and training.

Priorities (2012-13)

- Propose amendments to the *Lotteries Act* and Regulations as required.
- Review the *Fire Prevention Act*.
- Review the *Consumer Protection Act*.

Priorities (2013-14)

- Bring forward amendments to the *Consumer Protection Act as recommended by review in previous years.*
- Bring forward amendments to the *Fire Protection Act recommended by review in previous years.*

Community Support Services

Community support services develops community capacity through partnerships and training programs for elected officials and municipal staff. It assists communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Consumer Affairs advises citizens and businesses of their rights and obligations and is responsible for related legislation and policies. Consumer Protection seeks to create a positive atmosphere that fosters economic growth while protecting the public interest.

Community Planning and Lands is responsible for administering Commissioner's Land in accord with the *Commissioner's Land Act* and the *Nunavut Land Claims Agreement*, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut. Community Planning and Lands also supports communities in developing community sustainability plans.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Community Development	3,589	**3,589**	3,589	3,589
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.				
Municipal Training Grant	170	**170**	170	170
Facilitates the development and delivery of municipal training initiatives in Nunavut.				
Community Development Fund	1,120	**1,120**	1,120	1,120
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.				
Community Planning and Lands	3,234	**3,234**	3,234	3,234
Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.				
Technical Professional Studies Program	80	**80**	80	80
Provides bursaries to students enrolled in post-secondary technical studies in the fields of Engineering, Informatics, Community Planning, Business Studies, College Programs of Fire Fighting, Training and Prevention, and Land Administration.				
Senior Citizen and Disabled Persons Tax Relief	60	**60**	60	60

Provides tax relief for senior citizens and disabled persons residing within municipal tax authorities.

Nunavut Association of Municipalities	135	**135**	135	135
Financially assists the association representing Nunavut municipalities.				
Nunavut Leader's Forum Funding	100	**100**	100	100
Facilitates community leadership meetings in Nunavut.				
Community Asset Protection Program	850	**850**	850	850
Provides a contribution for the Municipal Insurance Exchange to offset incremental costs associated with municipal insurance coverage and to implement loss control program initiatives with focus on such critical areas as fire training and fire prevention.				
Consumer Affairs	307	**307**	307	307
Provides consumer protection services and lottery and business licensing.				
Municipal Funding Policy	35,063	**40,194**	40,708	41,201
Allocates core funding that assists community governments to deliver municipal programs and services.				
Water and Sewage Funding Program	6,598	**7,256**	7,256	7,256
Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents. Ensures that communities provide a reasonable level of water delivery and sewage removal services.				
Grant in Lieu of Taxes	2,549	**2,549**	2,549	2,549
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.				
Community Transfer Initiative	2,976	**2,783**	3,091	3,745
Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.				
Mobile Equipment Block Funding	1,500	**2,500**	2,500	2,500
Provides annual core funding to assist communities in mobile equipment lifecycle planning, procurement and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard.				
Total, Community Support Services	**58,331**	**64,927**	**65,749**	**66,896**

Priorities (2010-11)

- Work with communities to update road and building signage to meet Inuit Language needs.

  Status: *Working with communities to compile a signage inventory and with the department of Culture Language Elders and Youth to ensure compliance with the Inuit Language Protection Act.*

- Work closely and collaborate with Northern Employees Benefit Services and members of the GNWT on the draft legislative proposal to introduce pension plan legislation to regulate the NEBS pension plan for municipal employees in Nunavut and NWT.

  Status: *Legislative Proposal has been drafted.*

Priorities (2011-12)

- Work towards updated legislation to regulate the NEBS pension plan for municipal employees in Nunavut and NWT.
- Continue to work with the MTO and communities to advance priority training in the communities.
- Review municipal funding and grants to ensure appropriate resources are allocated to communities. Update the associated policies as required.
- Continue to liaise with communities on community planning and zoning initiatives.
- Continue to work with communities and identify fiscal resources to update road and building signage to meet requirements of *Inuit Language Protection Act.*
- Work with communities and GN departments to develop a strategic plan for addressing maintenance of community and government assets.

Priorities (2012-13)

- Develop options and present recommendations for improved municipal funding.
- Continue to work with communities and GN departments to finalize a strategic plan to address maintenance of community and government assets.
- Implement signage strategy relative to language needs in communities to meet the *Inuit Language Protection Act.*

Priorities (2013-14)

- Implement strategic plan for addressing maintenance of community and government assets.

Government Services

Centralized government services are provided to departments and agencies. The range of services includes property management, utilities management, contracts, procurement and records management. Informatics Planning and Services support accurate and secure data collection, storage, processing and retrieval using computers, networks and telecommunications services for all Government of Nunavut departments and agencies.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Telephone Systems (Voice and Video)	4,542	**4,542**	4,542	4,542
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, facsimile transmission, and video conferencing services.				
Information Planning and Services	15,677	**18,915**	18,397	18,403
Provides the Government of Nunavut with information planning and architecture including information policies, standards, controlled vocabulary (meta-data), reference models, and schemas. Provides systems development, operations and support for computer hardware and software applications aligned with that architecture.				
Computer Award Program -Grant in Kind	25	**25**	25	25
Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge based economy in Nunavut.				
Informatics Cooperative Training Program	240	**240**	240	240
To train beneficiaries, through a two year co-op program, for informatics positions in efforts to improve Inuit representation in the GN Informatics workforce.				
Property Services	12,701	**12,701**	12,701	12,701
Manages GN office space, administers leases and is responsible for disposal of real property assets.				
Utilities Management	31,045	**31,860**	31,860	31,860
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.				
Procurement, Contract Support, and Logistics Services	2,567	**2,567**	2,567	2,567
Provides centralized purchasing services for all government departments' goods, services and logistical requirements. Manages the procurement of a wide range of goods and provides expertise in contracting and financial procedures of this operation. Provides expertise in the preparation of tenders and contracts for a variety of activities including construction, freight and consulting services for all government departments.				
Records Management	413	**521**	521	521
Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records				

Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.

Total, Government Services	**67,210**	**71,371**	**70,853**	**70,859**

Priorities (2010-11)

- Update office space assessments for the Nunavut wide office study.
  Status: *Issued RFP to complete a Nunavut wide needs assessment for office space.*

- Populate RECAPP (Real Estate Capital Asset Priority Planning) to track current and life cycle building conditions and capital investment costs required to address deferred maintenance of GN facilities. Building condition information will be used to populate RECAPP.
  Status: *Contracts in place for asset condition assessments. Both GN and community asset data is being captured by community.*

- Continue the upgrade to the Wide Area Network (WAN), Local Area Network (LAN) and Municipal Area Network (MAN), including satellite connections among all decentralized communities and some non-decentralized communities, including fiber-optic cabling between GN buildings in those communities.
  Status: *All components of new inter-community satellite network scheduled for 2010/11 have been completed. Work is proceeding on the associated WAN and MAN and LAN elements.*

- Develop a 10-year strategic plan for government Information and Communications Technologies (ICT), with input from all GN departments and programs.
  Status: *Contract was awarded for a consultant to assist in creating a comprehensive enterprise-wide GN Information and Communications Strategic Plan (ICT-SP). The Strategic Plan will be completed by the end of the fiscal year.*

- Work with the Department of EIA as project lead in coordinating a GN-wide inter-departmental effort, to provide consistent appearance and improved information accuracy across all GN web sites. Provide more convenient internal and external telephone and email listings.
  Status: *The GN website has been redesigned with a new 'look and feel'. The Departments of EIA, CLEY, Environment and CGS have been migrated to the new website. Other departmental sites will be migrated to the new GN website over the coming year. Staff telephone and email listings have been updated, are automated and now available to the public.*

- Review the possibility for a GN Call Centre with EIA.
  Status: *CGS continues work with EIA on upgrade requirements for the GN Helpdesk to a GN call centre including the development of resource requirements.*

- Develop a strategic approach and work plan for migrating GN records management to a functional classification system to facilitate information retrieval, re-use and reduce inter-departmental duplication.
  Status: *GN records staff are being trained in the concepts and process of functional classification.*

- Review potential for enhanced communications technology to improve functionality and support to GN departments.
  Status: *Contract was awarded for a consultant to assist in creating a comprehensive enterprise-wide GN Information and Communications Strategic Plan (ICT-SP). The Strategic Plan will be completed by the end of the fiscal year.*

Priorities (2011-12)

- Review outcomes of Nunavut office space needs analysis, and draft a GN Policy on office space allocation based on accepted standards and criteria. Work with the Departments of Finance and Human Resources to ensure appropriate consideration is given to office space requirements when advising on the creation of new positions or the reorganization of a department.
- Finalize the upgrade to the Wide Area Network (WAN), Local Area Network (LAN) and Municipal Area Network (MAN) infrastructure.
- Develop an implementation plan for the Information and Communications Technologies GN Strategy.
- Continue work on improvements to the GN website.
- Develop a strategic approach and work plan for migrating GN records management to a functional classification system, and update the Records Management Policy.
- Finalize a Call Centre strategy and implementation plan.

Priorities (2012-13)

- Begin implementation of the Information and Communications Technologies GN Strategy.
- Develop an implementation plan for the GN records management functional classification system.
- Finalize and implement office space strategy for Nunavut.
- Facilitate staff training on the new Wide Area, Municipal Area and Local Area network functionality.

Priorities (2013-14)

- Continue to implement the Information and Communications Technologies GN Strategy.
- Implement the plan for the GN records management functional classification system.
- Continue to implement office space strategies.

Protection Services

Protection Services is responsible for the Office of the Fire Marshal, Emergency Measures Organization (EMO), and building technical standards/safety inspections. These services include review of building plans and inspection of facilities to ensure they comply with various fire safety and mechanical/electrical codes. Inspection Services are provided to the public and private sector.

The division is responsible for the implementation of the Fire Prevention Strategy. Training opportunities are provided to volunteers, who in turn provide emergency and firefighting services throughout Nunavut.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Emergency Management Organization	876	**926**	926	926
Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.				
Search and Rescue	550	**500**	500	500
Serves to enhance community-based search and rescue (SAR) capability and preparedness across Nunavut. The program provides SAR Training to Search and Rescue Organizations (SARO), assistance with certain SARO Equipment, as well as communications systems.				
Fire Marshal's Office	1,105	**1,105**	1,105	1,105
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.				
Fire Protection Strategy	2,008	**2,008**	2,008	2,008
Provides for implementation of the Nunavut Fire Protection Strategy.				
Inspection Services	1,067	**1,067**	1,067	1,067
Provides the private and public sectors with electrical, elevator, and boiler services, including plan reviews, on-site inspections, electrical and boiler code consultations and the enforcement of the relevant regulations and acts.				
Total, Protection Services	**5,606**	**5,606**	**5,606**	**5,606**

Priorities (2010-11)

- Conduct a needs assessment for integrated web-based building inspection database to include fire, electrical, boiler and gas.
  Status: *Assessment has been completed.*

- Update and implement Fire Prevention Strategy.
  Status: *New Fire Prevention Strategy has been drafted for review with communities.*

- Develop Territorial Emergency Plans and assist communities in the development and update of their plans.
  Status: *95% of communities have had a one week training session on developing their emergency plans, and a new template for the emergency plans has been completed. The territorial plan will be developed in 2011-2012. The Canadian Coast Guard has begun to provide Hamlets with Spill Kits.*

- Establish a territory wide Search and Rescue Database.
  Status: *Nunavut has acquired a SAR database. Additional work is required to make the database available for community access.*

- Deliver basic, intermediate and advanced training in search and rescue.
  Status: *20 communities have had basic training since 2009-10. Four intermediate regional courses have been delivered since 2009-2010. Two regional remote first aid courses have been delivered.*

- Update and fully implement the *Technical Standards and Safety Act*.
  Status: *Currently the Technical Standards and Safety Act regulations are under review.*

Priorities (2011-12)

- Draft policy and Standard Operating Procedures related to emergency measures.
- Develop Territorial Emergency Plans and continue to assist remaining communities in the development and update of their plans.
- Draft Policy and Standard Operating Procedures related to the *Fire Prevention Act*.
- Continue to work on a Nunavut wide Search and Rescue Database.
- Continue to update the Technical Standards and Safety Act Regulations – in conjunction with the *National Building Code Act* draft.

Priorities (2012-13)

- Implement policy on emergency measures.
- Practice the Territorial Emergency Plans developed with communities.

- Roll out Standard Operating Procedures related to the *Fire Prevention Act*.

Priorities (2013-14)

- Develop a critical infrastructure protection plan.

Capital Planning and Technical Services

Capital Planning supports community governments with capital planning and lifecycle management of municipal infrastructure. It works with the Nunavut Community Infrastructure Advisory Committee to support their identification of community capital infrastructure plans and priorities. Capital Planning is directly responsible for the successful implementation, management and reporting required under the New Deal for Cities and Communities and the Municipal Rural Infrastructure Program. Capital Planning supports communities in developing Community Sustainability Plans.

Technical services for capital infrastructure are provided to communities and government departments. In addition, infrastructure projects are reviewed for compliance with relevant public health and safety, environmental standards, codes and regulations during the design and construction stages and monitored for compliance thereafter.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Capital Program	2,073	**2,073**	2,073	2,073
Develops the departmental Five Year Capital Plan and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee.				
Technical and Project Support Services	3,103	**3,103**	3,103	3,103
Supports the capital planning process through the preparation of a project brief that describes cost estimates, scheduling, site selection and life cycle costs. Project Support also provides continuing support to regional project staff through the construction phase until completion.				
Regional Project Management	3,395	**3,395**	3,395	3,395
Provides the regional delivery of projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with architects, engineering consultants and construction contractors.				
Building Maintenance	23,799	**25,100**	25,377	26,272

Operates and maintains government leased and owned facilities on behalf of client departments for their program delivery operations, through general maintenance, emergency maintenance and minor works projects.

Total, Capital Planning and Technical Services	**32,370**	**33,671**	**33,948**	**34,843**

Priorities (2010-11)

- Review feasibility report on the establishment of a full Building Inspection Division and develop a strategic plan for implementation.
  Status: *Reviewed report and prepared a draft Legislative Proposal to adopt the National Building Code as a result. Once the National Building Code is adopted a building inspection division will be created to enforce the code.*

- Undertake an evaluation of the Iqaluit Energy Services Pilot Project to identify the means, the model and the resources required to roll out the Nunavut Energy Retrofit Program to all regions in Nunavut.
  Status: *The Iqaluit Energy Services Pilot Project has been extended, consequently the evaluation process will be initiated near the end of the pilot project.*

- Investigate the Leadership in Energy and Environmental Design (LEED) Program to determine suitable and possible application to new construction and renovations in Nunavut.
  Status: *A Request for Proposals for LEED consultant services has been developed in order to solicit the required level of specialization to assist in the evaluation process.*

- Commence implementation of the Nunavut Energy Strategy.
  Status: *Work is progressing on the implementation of the Nunavut Energy Strategy. The Iqaluit Energy Services Pilot project has been the main focus, which is being supplemented by energy awareness, training of building operators and energy website.*

- Finalize Capital Project Management policy, which sets out principles, authorities, roles, responsibilities, and expectations.
  Status: *Policy has been approved and is being implemented.*

- Continue to update the GN Project Management Manual.
  Status: *Project Manual update is completed.*

- Undertake a review and revision of GN project management and project administration reporting tools in efforts to improve internal reporting within CGS and to improve regular project status reports to client departments.

Status: *Reporting tools have been updated as part of the Project Management Maturity Project. Training on the use of the updated tools has commenced.*

- Continue to implement a comprehensive Nunavut Community Infrastructure Advisory Committee (NCIAC) consultation strategy to incorporate the short and long term goals and objectives of the Integrated Community Sustainability Plans, Develop a 20-Year Needs Assessment based on Integrated Community Sustainability Plans created by consultants.
  Status: *The Integrated Community Sustainability Plan (ICSP) are completed for all communities.*

- Develop a granular program to meet the needs of Nunavut communities based on the Pilot project in the Kitikmeot Region.
  Status: A *granular management program is under development with communities. A cost-benefit analysis to quantify cost savings to the GN is completed.*

- Develop and implement a recreational infrastructure program in consultation with the Department Culture Language, Elders, and Youth (CLEY) to meet the needs of communities in Nunavut.
  Status: *Work with CLEY is initiated and the recreation infrastructure program is under development.*

Priorities (2011-12)

- Explore P3 opportunities for future infrastructure.
- Implement new Capital Planning Process.
- Deliver Project Management training sessions for GN Project Managers/Officers and Capital Planners to support improvements to the capital project delivery process.
- Propose new legislation to adopt National Building Code.
- Draft a facilities maintenance plan to focus on maintenance management for all GN facilities and community infrastructure.
- Continue to work with the Nunavut Water Board and Indian and Northern Affairs Canada for licensing compliance in the Territory.
- Create an environmental workplan toward implementation of the Municipal Waste Water Effluent Strategy.
- Develop a granular management program with Hamlets and GN departments.
- Continue work with CLEY on the recreation infrastructure program for communities.
-

Priorities (2012-13)

- Continue to explore P3 opportunities for infrastructure.
- Continue to implement the new capital planning process.
- Continue to work on legislation to adopt the National Building Code.
- Continue to work towards improved building practices in the north, including phased implementation of the Nunavut Energy Strategy, investigate the Leadership in Energy and Environmental Design (LEED) Program and review and update the GN Good Building Practice for Northern Facilities.
- Review facilities strategic maintenance plan with departments and draft implementation plan.
- Implement a granular management program with Hamlets.
- Continue environmental work plan under the Municipal Wastewater Effluent strategy under the mandate of the Canadian Council of Ministers of the Environment (CCME).

Priorities (2013-14)

- Continue to explore P3 opportunities for infrastructure.
- Continue to implement the new capital planning process including implementing a 20 year territorial capital plan.
- Finalize the granular management program for future program delivery.
- Continue environmental work plan under the Municipal Wastewater Effluent strategy under the mandate of the Canadian Council Members of the Environment (CCME).

Petroleum Products Division

Petroleum Products acquires, transports, stores and distributes petroleum products to those communities in Nunavut that are not serviced by the private sector. The division is responsible for cost effective supply and delivery of fuel products to all Nunavut communities in a safe, efficient and environmentally responsible manner.

Petroleum Products has the responsibility for the supply and transportation of petroleum products in communities. Government has the authority for establishing the retail price in these communities. The program's operating costs are financed through the Petroleum Products Revolving Fund that provides the resources to purchase and distribute the fuel consumed annually in the communities.

Priorities (2010-11)

- Based on the results of the functional review, develop the 10-year strategic plan.
  Status: *A 10-year strategic plan has been drafted.*

- Investigate hardware and software options for real time data gathering to

improve fuel inventory management, volume forecasting, data processing and customer service.
Status: *PPD is collaborating with the NWT on software options for replacing the legacy PPRod system to better manage fuel inventory and distribution.*

- Revise the tank farm specifications to comply with the most recent environmental regulations.
  Status: *Tank farm specification updates to incorporate the latest environmental regulations have begun.*

Priorities (2011-12)

- Finalize the 10-year strategic plan. Develop an implementation plan and begin implementation.
- Complete an inventory and condition assessment of all tank farm assets and establish a 20-year replacement plan for all tank farm assets.
- Draft Policy and Procedures for improved PPD operations.
- Develop an Implementation Plan for the new PPD software technology for all communities.

Priorities (2012-13)

- Implement the plan for deploying the new software technology for all communities.
- Identify critical assets in the Capital Plan that require replacement.

Priorities (2013-14)

- Continue to implement the 10-year strategic plan.
- Finalize the implementation of the new software technology in all communities.

Appendix: Financial Summary

	2010 - 2011		2011 - 2012		2012 - 2013		2013 - 2014	
	Main Estimates		Main Estimates		Planned		Planned	
Branch	$000	PYs	$000	PYs	$000	PYs	$000	PYs
DIRECTORATE								
Salary	7,748	65.0	**7,748**	**65.0**	7,748	65.0	7,748	65.0
Grants & Contributions	-		**-**		-		-	
Other O&M	1,375		**1,375**		1,375		1,375	
Subtotal	9,123		**9,123**		9,123		9,123	
COMMUNITY SUPPORT AND OPERATIONS								
Salary	5,265	43.0	**5,265**	**43.0**	5,265	43.0	5,265	43.0
Grants & Contributions	51,201		**57,797**		58,619		59,766	
Other O&M	1,865		**1,865**		1,865		1,865	
Subtotal	58,331		**64,927**		65,749		66,896	
GOVERNMENT SERVICES								
Salary	7,971	70.0	**7,893**	**70.0**	7,893	70.0	7,893	70.0
Grants & Contributions	265		**265**		265		265	
Other O&M	58,974		**63,213**		63,510		64,331	
Subtotal	67,210		**71,371**		71,668		72,489	
PROTECTIVE SERVICES								
Salary	2,348	20.0	**2,348**	**20.0**	2,348	20.0	2,348	20.0
Grants & Contributions	2,345		**2,295**		2,245		2,245	
Other O&M	913		**963**		1,013		1,013	
Subtotal	5,606		**5,606**		5,606		5,606	
CAPITAL PLANNING AND TECHNICAL SERVICES								
Salary	12,547	113.0	**12,995**	**116.0**	12,995	116.0	12,995	116.0
Grants & Contributions	-		**-**		-		-	
Other O&M	19,823		**20,676**		20,138		20,218	
Subtotal	32,370		**33,671**		33,133		33,213	
PETROLEUM PRODUCTS								
Salary	-	30.0	**-**	**30.0**	-	30.0	-	30.0
Grants & Contributions	-		**-**		-		-	
Other O&M	-		**-**		-		-	
Subtotal	-		**-**		-		-	
TOTAL	**172,640**	**341.0**	**184,698**	**344.0**	**185,279**	**344.0**	**187,327**	**344.0**

Department of Economic Development and Transportation

Business Plan

2011-2014

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CORE BUSINESS

The scope of responsibility for the department includes local, regional, and territorial developmental activities in support of key sectors of Nunavut's economy. The department must ensure access and mobility for people, goods, and services for all Nunavummiut in all communities. The department works in collaboration with other Government of Nunavut departments and the public agencies to fulfill these responsibilities, and uses a cooperative and partnership approach when acting on departmental initiatives. The department is committed to developmental activities that are sustainable and support traditional livelihoods. The department concentrates on eight lines of core business:

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-14**
Corporate Management	11,174	**13,131**	12,766	13,654
Tourism and Cultural Industries	3,721	**3,721**	3,721	3,721
Minerals and Petroleum Resources	2,782	**2,782**	2,782	2,782
Transportation Policy and Planning	1,523	**1,523**	1,523	1,523
Motor Vehicles	2,055	**2,055**	2,055	2,055
Nunavut Airports	12,827	**14,671**	14,978	15,294
Iqaluit Airports	4,148	**5,418**	5,448	5,482
Community Operations	15,054	**15,054**	15,054	15,054
TOTAL	**53,284**	**58,355**	**58,327**	**59,565**

Corporate Management

Corporate Management provides central leadership and direction to the department. This program area monitors progress in the department on key government priorities, including implementation of *Tamapta ᑕᒪᑦᑕ: Building our Future Together 2009 - 2013*, Inuit societal values, and the Inuit Employment Plan. Corporate Management provides:

- Information and support to the Minister's office;
- Policy, planning, and communications;
- Financial and human resource management; and,
- Accounting and administrative services for headquarters and community operations.

Following a departmental restructuring in 2010, Corporate Management now includes a Business Development Section.

Objectives

- To advise government on economic development and transportation issues that affect Nunavut, and on the attainment of the Government of Nunavut's *Tamapta* priorities.

- To harmonize departmental strategies, programs, and projects with Government of Nunavut-wide strategies and objectives.
- To gather the information and undertake the research required to make informed policy decisions.
- To collaborate with organizations and other levels of government working on economic development in Nunavut.
- To support each division in the department to achieve its objectives and strategic priorities.
- To ensure a culturally-appropriate and respectful workplace for staff by providing quality training and development opportunities and maintaining open communications across the department.
- To provide sound fiscal management to the department, including the delivery of contribution programs that are fully accountable and produce measurable results.
- To ensure implementation of the *NNI Policy* across the Government of Nunavut, and support the operations of the bodies created by the *NNI Policy*.

Programs	**Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Directorate		1,667	**1,467**	1,467	1,467

The Directorate is responsible for the overall management and strategic direction of the department through the offices of the Deputy Minister and Assistant Deputy Ministers. The Directorate also oversees the implementation of *Tamapta/ᑕᒪᑉᑕ: Building our Future Together*, Inuit societal values and other Government of Nunavut strategies.

Finance and Administration	2,396	**2,396**	2,396	2,396

The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.

Policy, Planning and Communications	1,058	**1,058**	1,058	1,058

Policy, Planning, and Communications division undertakes policy development, provides planning support and advice, and provides effective internal and external communications for the department.

Nunavut Anti-Poverty Secretariat	500	**1,312**	1,312	1,312

The Nunavut Anti-Poverty Secretariat is responsible for developing and implementing Nunavut's Poverty Reduction Action Plan through public engagement, and for overseeing the implementation of comprehensive community initiatives to address poverty.

***Nunavummi Nangminiqaqtunik Ikajuuti* (*NNI*) Secretariat**	659	**659**	659	659

The *NNI* Secretariat is responsible for the facilitation, coordination and implementation of the *NNI Policy* and is the chief advocate for this policy in the Government of Nunavut. The goal of the *NNI Policy* is to ensure and promote long-term economic development in Nunavut by maximizing the participation of Nunavut residents, with the focus on Inuit, both in the general workforce and on government-funded projects.

Business Development Section 456 **456** 456 456

The Business Development Section is responsible for providing strategic direction for the department's relationship with key economic and business development organizations. The Section assists Community Operations divisions in the implementation of Strategic Investments Program, and manages all pan-territory proposals. This Section also manages the department's role in the implementation of the *Co-operative Associations Act*.

Community Economic Development Officer Training 50 **50** 50 50

The Community Economic Development Officer Training program ensures municipal community economic development officers can acquire the appropriate skills they need to identify and support economic growth opportunities in their communities. The program provides support for regional training workshops sponsored by the department, and for the delivery of training courses in communities by the Municipal Training Organization.

Nunavut Broadband Development Corporation 300 **300** 300 300

The Nunavut Broadband Development Corporation is provided core funding to support affordable public access to high-speed internet services in all Nunavut communities.

Nunavut Economic Developers Association 200 **225** 225 225

The Nunavut Economic Developers Association provides organizational support, information and advice to the community economic development officers in each of Nunavut's municipalities. The Nunavut Economic Developers Association also coordinates training and certification for community economic development officers.

Nunavut Economic Forum 50 **50** 50 50

Funding for the Nunavut Economic Forum is cost shared with Nunavut Tunngavik Inc. and Indian and Northern Affairs Canada, to support coordination of the implementation of the *Nunavut Economic Development Strategy*.

Nunavut Strategic Opportunities Fund 200 **225** 25 25

The Nunavut Strategic Opportunities Fund supports improvements in the delivery of business services and sector development initiatives that create employment and other economic opportunities in the territory.

Nunavut Business Credit Corporation 450 **600** 600 600

The Nunavut Business Credit Corporation is a territorial corporation that supports and promotes economic growth, development, and employment in Nunavut through investment in Nunavut businesses. Nunavut Business Credit Corporation provides a combination of accessible financing and micro-financing support for higher risk entrepreneurial ventures. Included in this financing are term loans, loan guarantees and contract security bonding to enterprises that cannot obtain the necessary financing from other traditional financial institutions.

Nunavut Development Corporation 3,188 **3,188** 3,188 3,188

The Nunavut Development Corporation is a territorial corporation that delivers programs and services that provide sustainable economic development and employment opportunities in

Nunavut's communities. The corporation works closely with government, communities and community groups to stimulate local economies and develop self-sustaining, locally-controlled enterprises.

Country Food Distribution	-	**1,145**	980	1,868

Part of the Government of Nunavut's poverty reduction efforts, this initiative will support innovation in food storage technology, inter-settlement trade, the construction of facilities for storage and distribution of traditional food, including community freezers and community markets, training, upgrades to existing food storage facilities to permit basic food processing, and the distribution of country food within the community by place-based organizations.

Total, Corporate Management	**11,174**	**13,131**	**12,766**	**13,654**

Priorities (2010-11)

- Review and improve the department's processes for administration of contribution agreements to ensure recipients receive their payments on time.
  Status: *The department has made improvements to the administration of the Arts & Crafts Development Program Policy and the Strategic Investments Program.*
- Establish the Anti-Poverty Secretariat to develop a Poverty Reduction Strategy that addresses priorities as outlined in the Tamapta Action Plan.
  Status: *The Nunavut Anti-Poverty Secretariat was established April 1, 2010. The community dialogue stage of public engagement has been completed, and regional roundtables are underway. Studies on the definition and measures of poverty in Nunavut, and an analysis of current poverty policy in the government, have been completed. Community initiatives to address poverty are underway.*
- Assess and correct gaps and inconsistencies in legislation and policies for the support of social enterprises including the *Cooperative Associations Act*, the *Credit Unions Act*, and Community Development Corporations.
  Status: *A review of the Cooperative Associations Act and the Credit Unions Act was completed; the review concluded that changes to the legislation are warranted.*
- Assess the role of Community Economic Development Officers within a renewed Community Economic Development Policy Framework.
  Status: *The review of the Policy on Program Partnerships will be complete by March 31, 2011 and will clarify the role of the Community Economic Development Officer.*
- Initiate a project to assess economic sector potential for each of Nunavut's communities.
  Status: *The department contributed to the creation of a community profile tool for Community Economic Development Officers. The tool lists information such as population, demographics, education levels, local resources, businesses and community leaders.*

Priorities (2011-12)

- Complete the second and third stages (regional roundtables and poverty summit) of public engagement and complete the Nunavut Poverty Reduction Action Plan. Begin implementation of the Action Plan focusing on comprehensive community initiatives to address the effects of poverty on those most at risk.

- Launch the country food distribution program to provide support for communities to improve or replace local community freezers. Ensure they are energy efficient and can be managed locally, and provide a more secure supply of local foods.
- Initiate workshops for GN procurement officers and the private sector using the NNI Exercise Workbook.

Priorities (2012-13)

- Implement policy and programmatic changes agreed in the Nunavut Poverty Reduction Action Plan, and prepare evaluation criteria for assessment of outcomes.
- Expand the country food distribution program to include participation from partners, to help ensure the phased delivery of freezers occurs in those communities most in need.
- Initiate the preparation of a renewed Nunavut Economic Development Strategy, 2013-2023.
- Review GN contracting data to identify deficiencies and obstacles to a full assessment of the impact of the *NNI Policy*.

Priorities (2013-14)

- Assess the outcomes of program initiatives undertaken through Nunavut's Poverty Reduction Action Plan, and implement the planned changes, including the country food distribution program and delivery of community freezer infrastructure.

Tourism and Cultural Industries

As part of a departmental reorganization effected in 2010, the Tourism and Cultural Industries division was created to take over some of the responsibilities of the Community Economic Development division. The new division works with Nunavummiut to develop strong and sustainable tourism and cultural sectors throughout Nunavut. The division provides information and advice to businesses; supports community organizations, non-governmental organizations and sector associations; and manages implementation of the Government of Nunavut's arts & crafts and tourism development strategies.

Objectives

- To provide quality advice and support to the Minister concerning tourism, arts and crafts, film, and performing arts.
- To develop, lead and coordinate implementation of programs and strategies aimed at developing Nunavut's tourism sector and cultural industries.

Programs	**Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Division Operations		976	**796**	796	796

The Tourism and Cultural Industries division employs staff dedicated to the tourism and cultural industries sectors, works with non-governmental organizations and sector associations, and manages the department's implementation of the Government of Nunavut's arts & crafts and tourism development strategies.

Nunavut Arts and Crafts Association	300	**300**	300	300

The Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, materials and tool supply, and serves as the principal support and information source for the arts and crafts sector.

Nunavut Film, Television, and New Media Program	825	**825**	825	825

The Nunavut Film, Television, and New Media program supports the growth and development of Nunavut's film, television and new media industry. Funding allows for the operation of a film office to promote Nunavut as a destination for film production and to develop opportunities for Nunavummiut to work in film, television and new media, and for the provision of financial support for film, television and new media productions.

Tourism Development Program	1,620	**1,800**	1,800	1,800

This program supports the development of the tourism industry in Nunavut through support for Nunavut's tourism industry association, marketing, research, training, and product development.

Total, Tourism and Cultural Industries	**3,721**	**3,721**	**3,721**	**3,721**

Priorities (2010-11)

- Work with Nunavut stakeholders and government bodies to prepare a strategy for the development of the tourism industry.
  Status: *Nunavut Tourism Sector Development Strategy was completed. Phase 2 (consultation) of the development of a comprehensive Tourism Strategy is ongoing.*
- Working with the Department of Culture, Language, Elders and Youth, evaluate the effectiveness of government efforts to build a more cohesive culture and arts sector, including support for the performing arts and greater support for the production, publishing and distribution of publications, film and online content in the Inuit Language.
  Status: *The creation of the new division allows for a closer working relationship with CLEY in the cohesive administration of cultural funding programs and strategy to the sector. The recently created "Cultural Industries Coalition," which combines members of CLEY and relevant NGO's is working to ensure that the cross-departmental relationship is strong and efficient.*
- Prepare a strategy for the use of e-commerce to support sustainable livelihoods and small businesses, particularly in arts and tourism, in the cultural industries and in the traditional economy.
  Status: *E-Commerce study is completed. Funding exists through the Arts & Crafts Development Fund for artists to create their own websites. Feedback from the market and artists is that selling "art" online is very difficult; selling crafts is more feasible.*

Priorities (2011-12)

- Complete and implement Tourism Strategy Consultation Plan (Phase 2).
- Complete draft of a comprehensive Tourism Strategy for Nunavut.
- Publish an Inuktitut version of "Arts Marketing: The Pocket Guide."
- Assess need for a Performing Arts Association for Nunavut.
- Review implementation and program manual of the Arts & Crafts Development Fund.

Priorities (2012-13)

- Complete the comprehensive Tourism Strategy with costed implementation plan and commence implementation, including development of tourism policies and programs.
- Develop recommendations for revisions to the *Travel and Tourism Act*.
- Update information on the Nunavut artist database.
- Assess need for an economic impact study on the performing arts sector in Nunavut.

Priorities (2013-14)

- Evaluate the status of implementation of *Sanaugait* and make recommendations for next steps.

Minerals and Petroleum Resources

Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of a streamlined permitting and regulatory regime and legislation to support resource management and development. It also includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of investor confidence and liaison with key players including industry, local service sectors and potential workforce participants.

Objectives

- To implement the *Nunavut Mineral Exploration and Mining Strategy* to help ensure that the development of Nunavut's vast mineral wealth will provide the maximum benefit to Nunavummiut.
- To ensure that the government is doing all that is necessary to develop competitive royalty regimes, an efficient permitting process, and effective mining and petroleum legislation.
- To develop mining and petroleum industries in Nunavut through the provision of support for prospectors, promotion of the industry to current and potential investors, and to potential industry participants in the local service sectors and workforce.
- To assist in the acquisition of new geoscience information, and ensure both new and existing data are readily available, in support of mineral exploration and development in Nunavut.

- To perform strategic analyses of issues and conditions required to stimulate petroleum development, and consolidate all relevant existing data on Nunavut petroleum exploration.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Division Operations	1,862	**1,862**	1,862	1,862

The Minerals and Petroleum Resources division oversees program delivery, and the implementation of the *Nunavut Mineral Exploration and Mining Strategy*. It promotes investment in Nunavut's mineral and petroleum resources that brings the maximum benefit to Nunavummiut, while building awareness of resource issues locally and across Nunavut, so that communities can respond to proposed development from a position of knowledge and understanding of potential impacts and opportunities.

Science Education Enabling Program	70	**70**	70	70

This program contains two streams, which encourage students to pursue interests and careers in math, science, and technology: the Math and Science Awards Fund and the Independent Science Programs for Youth (I-SPY) Fund.

Nunavut Geoscience Program	450	**450**	450	450

This program involves a partnership between the Geological Survey of Canada, Indian Affairs and Northern Development Canada, Nunavut Tunngavik Inc. and the Government of Nunavut. This program is focused on the development of information infrastructure in Nunavut with the intent of attracting additional investment by the mining industry, increasing understanding of the geology of Nunavut, geographic information systems services and training, and building local expertise in geoscience.

Nunavut Mine Training Program	200	**200**	200	200

The Nunavut Mine Training fund is established to support the Nunavut Mine Training initiative. This fund is used to support and facilitate partnerships that provide training to Nunavut residents to allow them to participate fully in opportunities related to mineral exploration and mining.

Nunavut Mining Symposium	50	**50**	50	50

This annual contribution to the Nunavut Mining Symposium Society provides core funding to allow the society to host the annual Nunavut Mining Symposium.

Prospectors' Assistance Program	150	**150**	150	150

Established under the Prospector Development policy, this program provides contributions to Nunavut residents holding a valid prospecting licence who require financial assistance to carry out prospecting activities.

Total, Minerals and Petroleum Resources	**2,782**	**2,782**	**2,782**	**2,782**

Priorities (2010-11)

- Work with the Nunavut Chamber of Mines to publish and promote industry guidelines for community consultation.

Status: *The guidelines are in final draft form, anticipating public release (print and online) in early 2011.*

- Develop an advanced prospector's field school project to be delivered in 2011-12.
  Status: *The project has been developed, but delivery is likely to be deferred until the summer of 2012, due to seasonal demands on limited staff.*
- Initiate the carving stone site assessment project.
  Status: *Four-year funding commitment secured with Canadian Northern Economic Development Agency. Year one consultation/site evaluation of southern Kivalliq communities was completed.*
- Lead the process to begin discussions with Baffinland Mines on the Mary River Project.
  Status: *Informal discussions have been held and may proceed to formal stage in late 2011.*
- Conduct a Nunavut Petroleum Workshop.
  Status: *Second biannual Workshop was held in November 2010.*

Priorities (2011-12)

- Continue the carving stone evaluation project (Year 2), Kivalliq and southern Baffin.
- With our partners in the Canada-Nunavut Geoscience Office, advocate for renewal of the Geo-mapping for Energy and Minerals (GEMs) initiative.
- Continue discussions with Baffinland Mines (or successor) on the Mary River Project.
- Negotiate a Development Partnership Agreement for the Mary River and Doris projects.
- Support formal negotiations on a devolution agreement with Canada.

Priorities (2012-13)

- Continue the carving stone site evaluation project (Year 3), northern Baffin, and commence data integration into web-map portal.
- Carry out the advanced prospectors' field school.
- Complete negotiations on the Development Partnership Agreement for Mary River and/or Doris.
- Support formal negotiations on a devolution agreement with Canada.
- Conduct initial consultations on the development of a *Nunavut Mines Act* and a *Nunavut Mineral Tenure Act*.

Priorities (2013-14)

- Complete field portion of carving stone evaluation project, Kitikmeot, and final release of web and paper data.

Transportation Policy and Planning

Transportation Policy and Planning is responsible for planning roads, marine and air infrastructure development for Nunavut. To achieve this end, the division develops long and short-term plans and strategies for Nunavut's transportation system, including advocating for Nunavut's unique needs in federal government transportation policy activities and securing an ongoing funding agreement with the federal government for infrastructure. The division is directly responsible for several federally-funded programs including overseeing the Canadian Coast Guard Remote Re-supply Sites Memorandum of Understanding. The division also works with communities and transportation users to plan for transportation related infrastructure.

Objectives

- To ensure the safe and efficient movement of people and goods in and out of Nunavut and within the territory.
- To implement the recommendations of the Nunavut Transportation Strategy.
- To work with the federal government to advance projects to improve roads, airports and small craft harbours.
- To help ensure the participation of Nunavummiut in the development of the economy by promoting the construction of infrastructure that provides access to resources and contributes to the development of social capital and human resource development.

Programs Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Transportation Policy and Planning	1,023	**1,023**	1,023	1,023
This program area develops and implements long and short-term plans and strategies for Nunavut`s transportation infrastructure.				
Community Access Roads	500	**500**	500	500
The Community Access Roads program supports communities to develop local transportation facilities and infrastructure to connect communities to each other, natural resource development opportunities, and traditional livelihood activities.				
Total, Transportation Policy and Planning	**1,523**	**1,523**	**1,523**	**1,523**

Priorities (2010-11)

- Complete the Implementation Plan for the *Nunavut Transportation Strategy*.
  Status: *Work on the implementation plan has been delayed due to divisional workload and uncertainty about availability of resources. This delay has not stopped advancement of the key elements of the strategy.*
- Complete detailed engineering design on the Iqaluit Marine Facility.
  Status: *Conceptual design is complete. Five original options have been narrowed to two. The work will continue once funding for project delivery is in place.*

- Initiate engineering design on the Cambridge Bay Airport Improvements.
  Status: *The Master Plan is complete. The division is working with the Nunavut Airports on identifying priority elements of the Master Plan to advance to detailed design and costing.*
- Complete partnered studies with Transport Canada on feasibility of two Nunavut Ports, and on overall marine transportation needs of the territory.
  Status: *The contract for the feasibility study for ports in Pond Inlet, Rankin Inlet and Cambridge Bay has been awarded and work is underway. Phase 1 of the Northern Transportation Systems Analysis is complete.*

Priorities (2011-12)

- Continue design work and explore funding options for the Iqaluit Airport improvements.
- Complete engineering design on Cambridge Bay Airport Improvements.
- Complete the Implementation Plan for the *Nunavut Transportation Strategy.*
- Work closely with airport divisions on implementing key objectives of the *Nunavut Transportation Strategy.*
- Complete design of the Iqaluit Marine Facility if funding is made available.
- Bring Transport Canada and the Department of Fisheries and Oceans Canada into partnership to design harbour/dock facilities.

Priorities (2012-13)

- Work closely with airport divisions on implementing key objectives of the *Nunavut Transportation Strategy.*
- Initiate construction of Cambridge Bay Airport Improvements if funding is made available.
- Monitor progress of major construction priorities.
- Work with federal departments and other northern governments on northern specific infrastructure programs to replace current programs such as the *Building Canada Fund.*

Priorities (2013-14)

- Work closely with Nunavut Airports and Iqaluit International Airport divisions on implementing key objectives of *The Nunavut Transportation Strategy.*
- Monitor major infrastructure project construction.

Motor Vehicles

The safety of passengers and pedestrians on our roads is the first priority of the Motor Vehicles division. Motor Vehicles provides services and programs to ensure established motor vehicle regulations and safety requirements are promoted to road users and enforced as required. The division administers all aspects of driver licensing and vehicle registrations and maintains statistics for accident reporting. The division also works with and assists Agencies working in most Nunavut communities to ensure the services of Motor Vehicles are available throughout the Territory. The division delivers a basic vehicle inspection program and promotes road safety to ensure the safety of all road users.

Objectives

- To ensure that established Nunavut motor vehicle regulations and safety codes are up to date and enforced.
- To conduct driver testing, issue driver licenses, vehicle registration, and Nunavut General Identification Cards.
- To promote road safety awareness to reduce accidents and fatalities.
- To cooperate with provincial and territorial jurisdictions to ensure reciprocal recognition of Nunavut Drivers Licenses as defined in the Canadian Drivers Licence Agreement.

Programs **Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Motor Vehicles	2,055	**2,055**	2,055	2,055
Ensure established motor vehicle regulations and safety codes are enforced as required and as they apply to all drivers and motor vehicles operating in Nunavut.				
Total, Motor Vehicles	**2,055**	**2,055**	**2,055**	**2,055**

Priorities (2010-11)

- Conclude public engagement program and introduce new Traffic Safety legislation to replace the *Motor Vehicles Act*.
  Status: *Work on Traffic Safety legislation has been delayed due to staffing, but will continue in 2011-12.*
- Initiate planning to upgrade or replace the Motor Vehicles Information System.
  Status: *Business case for replacement system is being drafted in conjunction with CGS Informatics Projects Division and should be complete by March 31, 2011.*
- Review redistribution of the Motor Vehicles division positions to make it more efficient and effective.
  Status: *The review will be complete by March 31, 2011, together with any recommendations for change.*
- Begin development of the Nunavut Motor Vehicle Inspection Program.
  Status: *An Acting Motor Vehicles Inspection Manager has been appointed and is completing Commercial Vehicles Safety Alliance (CVSA) training (Levels I & II). The Manager will play a leading role in the ongoing development of the Program.*

Priorities (2011-12)

- Conclude policy development for the new Traffic Safety legislation.
- Complete the Motor Vehicles Information System.

- Implement changes recommended in the review of the distribution of Motor Vehicles division positions.
- Review service delivery options in Nunavut communities.
- Complete development of the Nunavut Motor Vehicle Inspection Program.

Priorities (2012-13)

- Recommend introduction of new Traffic Safety legislation.
- Complete implementation of the Canadian Drivers Licence Agreement
- Implement the Nunavut Motor Vehicle Inspection Program for commercial carriers.

Priorities (2013-14)

- Implement Traffic Safety legislation.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of the 24 Arctic A, B, and C Airports outside Iqaluit. The division ensures that facilities and Community Aerodrome Radio Stations (CARS) are in regulatory compliance and that staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada, Nav Canada, and the community governments and contractors who provide services to operate and maintain the airports and CARS, as well as with the consultants and contractors needed to deliver construction projects.

Objectives

- Undertake facility planning, airport construction and rehabilitation projects, in compliance with the regulatory and design standards for airports as directed by federal statutes.
- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification.
- Provide for efficient movement of goods by ensuring adequate airport facilities for scheduled air service to each community.
- Provide aviation weather and flight information to the airlines through CARS.

Programs **Budget ($000)**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Nunavut Airports	12,827	**14,671**	14,978	15,294
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.				
Total, Nunavut Airports	**12,827**	**14,671**	**14,978**	**15,294**

Priorities (2010-11)

- Review the Airport Operating Funding Formulae to determine equality, efficiency and effectiveness in the funding process.
  Status: *This process is underway, and will be completed by the end of the 2010-11 fiscal year.*
- Work with Human Resources to fill vacancies within Nunavut Airports and be fully staffed before the end of the fiscal year.
  Status: *Four key positions have been filled to date.*
- Hold an annual airports conference.
  Status: *Complete: an airports conference was held in Rankin Inlet.*
- Continue to implement Safety Management Systems.
  Status: *Phase II has been completed and was submitted to Transport Canada on schedule.*
- Complete certification of the Arctic Bay Airport and the decommissioning of the Nanisivik Airport and the associated redistribution of resources.
  Status: *Certification of Arctic Bay Airport is expected to be complete in January 2011.*
- Improve communication with communities by attending all regional mayors and Senior Administrative Officers meetings as well as the Nunavut Association of Municipalities and the Nunavut Association of Municipal Administrators annual general meetings.
  Status: *All meetings have been attended.*
- Improve communication lines with Transport Canada and Nav Canada.
  Status: *Two formal operations have been held with Transport Canada, and regular communication is undertaken on a near daily basis. The Division has been in close communications with Nav Canada on projects, and participated in a Joint Operations meeting in Iqaluit.*
- Raise the profile of the infrastructure needs of Airports.
  Status: *The division has been actively consulting with industry and all levels of government.*
- Implement the Transportation Strategy.
  Status: *Progress has been made on Actions 6.1 and 7.1.*

Priorities (2011-2012)

- Develop an Aviation Scholarship Program to enhance aviation career training opportunities in the aviation sector.
- Review the airport maintainers training program and delivery to better suit the aviation industry and identify links to the Mining Sector.
- Review of the Community Aerodrome Radio Station program and commence advance negotiations with Nav Canada on the future Master Contract.
- Raise the profile of Nunavut Airports and its associated programs and services with the public.

Priorities (2012-2013)

- Identify an affiliation with a Flight Training Centre to facilitate training opportunities for Nunavummiut.
- Host a major airport conference including GN staff and regulatory and industry representatives.

Priorities (2013-14)

- Have a complete, operational, and proven Safety Management System in place.

Iqaluit International Airport

Iqaluit Airport serves a vital role supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defence. The airport is an operational base for specialized activities such as medical evacuations, aerial surveillance, cold weather testing and military activity. The airport is of strategic importance to Canada and to international civil and military aviation.

Objectives

- To ensure safe, efficient and effective management and operation of the Iqaluit Airport in accordance with the Aeronautics Act, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Iqaluit International Airport	4,148	**5,418**	5,448	5,482
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.				
Total, Iqaluit International Airports	**4,148**	**5,418**	**5,448**	**5,482**

Priorities (2010-11)

- Install runway guard lights and enhanced taxiway hold markers ensuring compliance with new low visibility operations regulations;
  Status: *Complete.*
- Commence design, site selection and engineering of new air terminal building;
  Status: *The Airport Master Plan has been revised following consultation with all stakeholders.*
- Submit the revised Safety Management Systems plan to Transport Canada for approval;
  Status: *The Safety Management Systems plan has been submitted and is under review.*
- Initiate detailed engineering design on the Iqaluit International Airport and its Airport Terminal Building.
  Status: *This work will not commence until a financing model has been developed.*

Priorities (2011-12)

- Develop financing model for airport improvements.
- Complete a cold weather test marketing strategy.
- Review the Airport Operating service contracts to determine, efficiency and effectiveness and cost.
- Commence construction of new Air Terminal if funding approved.

Priorities (2012-13)

- Develop a strategy to recover revenue from international carriers nominating Iqaluit Airport as an *en route* alternate in cooperation with the International Air Transport Association and International Civil Aviation Organization.
- Continue construction of new Air Terminal if funding approved.

Priorities (2013-14)

- Develop airport governance model.

Community Operations

Community Operations divisions ensure that departmental programs are delivered and administered to meet the specific needs of each region and their communities. Community Operations also oversee regional transportation activities and business development services. Offices for Community Operations are located in the three regions of Qikiqtaaluk, Kivalliq, and Kitikmeot.

Objectives

- To ensure that the specific economic development needs of each region and their communities are addressed through the delivery and administration of departmental programs and implementation of strategies.
- To monitor and track departmental program funds to ensure effective and efficient use of Government of Nunavut funding.
- To facilitate development in each region by overseeing business development services.
- To identify and promote potential areas of growth in each region through economic development education, training and the provision of funding to businesses and other organizations.
- To assist and ensure that communities affected by major development can address and monitor impacts as well as benefit from the arising economic opportunities.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Community Operations		4,148	**4,148**	4,148	4,148

Community Operations provides direction and administrative support for program delivery in each region, and provides direct support to regional organizations and community governments to foster community economic development.

Business Development Centres 1,050 **1,050** 1,050 1,050

Business Development Centres in each region support the development and growth of small and medium businesses through the provision of loans and business services. The core activities of these organizations include both technical and financial support to small business start-ups, promotion of sustained local economies, as well as proactive efforts to identify local opportunities for community development.

Community Capacity Building 4,454 **4,454** 4,454 4,454

The Community Capacity Building program provides a contribution to every Nunavut municipality to ensure each employs a qualified community economic development officer. The program also provides assistance for the preparation and implementation of community economic development plans.

Regional Chambers of Commerce 195 **195** 195 195

Support is provided for regional organizations that foster business development in Nunavut through promotion, education, training, and advocacy.

Small Business Support 823 **823** 823 823

The Small Business Support program provides contributions to businesses and community organizations to develop business opportunities; foster entrepreneurial skills and provide business aftercare services; and, support sustainable livelihoods for individuals engaged in arts and crafts, harvesting and tourism.

Visitor Centres Program 89 **89** 89 89

This program is designed to work in partnership with municipal governments and partner organizations (such as Nunavut Tourism) to support the operations of established community and regional visitor centres.

Arts & Crafts Development program 395 **395** 395 395

The Arts & Crafts Development program supports the development of the arts & crafts in Nunavut through the implementation of *Sanaugait: A Strategy for Growth in Nunavut's Arts and Crafts Sector* and the carving stone supply action plan.

Strategic Investments Program 3,900 **3,900** 3,900 3,900

The Strategic Investments program supports the implementation of the economic development priorities identified in *Tamapta ᑕᒪᑦᑕ: Building our Future Together*, and the *Nunavut Economic Development Strategy*. The program contributes to business expansion and provides support for economic development projects sponsored by municipalities and non-governmental organizations. Funding may be used to complement the federal Strategic Investments in Northern Economic Development program to ensure Nunavut's economic development priorities receive the appropriate level of financial support.

Total, Community Operations	**15,054**	**15,054**	**15,054**	**15,054**

Priorities (2010-11)

- Compile and collect information on poverty through the Socio-Economic Monitoring Committee (SEMC) indicators.
  Status: *Information on key socio-economic and poverty indicators was prepared and discussed at Socio-Economic Monitoring Committee meetings in all three regions. Key indicators included: Education, Housing, Youth, Jobs and Training, Justice and Crime, Health, Recreation, Culture and Tradition.*
- Use SEMC indicators to support the preparation of the antipoverty strategy.
  Status: *The indicators and the information coming out of the Regional SEMC meetings will be used in preparation of the Nunavut Poverty Reduction Action Plan.*
- Deliver face-to-face Socio-Economic Monitoring Committee in each region and provide update of the development projects that help in sustaining local economies.
  Status: *Socio-Economic Monitoring Committee meetings were held in all three regions.*

Priorities (2011-12)

- Assist communities in the revision of the community economic development plans relating to major development activities.
- Assist in the implementation of the strategy for the development of Nunavut's tourism industry.
- Provide training in Licensing, Inspection and Enforcement to Tourism Officers in each region.

Priorities (2012-13)

- Assist community governments to develop and produce community websites to better market the community, employment and business opportunities.
- Support the Minerals & Petroleum Resources division on promoting education and training to potential mining communities.
- Assist in the development of *Strategic Investments Program Policy* that will focus on Economic Development Infrastructure.
- Assist in the development and implementation of regional components of the Nunavut Poverty Reduction Action Plan.

Priorities (2013-14)

- Assist in the implementation of the Nunavut Poverty Reduction Action Plan.
- Assist in the development of data collection for the Socio-Economic Monitoring Committees.

Appendix: Financial Summary

Branch	2010 –11 Main Estimates		2011 – 2012 Main Estimates		2012 – 2013 Planned		2013 – 2014 Planned	
	$000	PYs	$000	PYs	$000	PYs	$000	PYs
CORPORATE MANAGEMENT								
Compensation and Benefits	5,067	39.0	**5,430**	**43.0**	5,430	43.0	5,430	43.0
Grants and Contributions	4,238		**5,558**		5,393		6,281	
Other O&M	1,869		**2,143**		1,943		1,943	
Subtotal	**11,174**		**13,131**		**12,766**		**13,654**	
ECONOMIC DEVELOPMENT								
Compensation and Benefits	5,085	43.0	**5,671**	**45.0**	5,671	45.0	5,671	45.0
Grants and Contributions	15,306		**14,751**		14,751		14,751	
Other O&M	1,166		**1,135**		1,135		1,135	
Subtotal	**21,557**		**21,557**		**21,557**		**21,557**	
TRANSPORTATION								
Compensation and Benefits	4,961	47.0	**5,101**	**48.0**	5,101	48.0	5,101	48.0
Grants and Contributions	500		**500**		500		500	
Other O&M	15,092		**18,066**		18,403		18,753	
Subtotal	**20,553**		**23,667**		**24,004**		**24,354**	
TOTAL	**53,284**	**129.0**	**58,335**	**136.0**	**58,327**	**136.0**	**59,565**	**136.0**

Nunavut Housing Corporation

Business Plan

2011-2014

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INTRODUCTION

The Nunavut Housing Corporation (NHC) is a public agency of the Government of Nunavut (GN), created through the Nunavut Legislature by the *Nunavut Housing Corporation Act.* As such an agency, the NHC is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act*, the section specifically devoted to public agencies.

The NHC reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

The advantages of being a stand-alone corporation include:

- The ability to enter into funding partnerships independently, principally with the Canada Mortgage and Housing Corporation (CMHC), outside of the GN's financial structure. This means that Nunavut's transfer payments from the federal government are not affected by the funding the NHC receives.
- The ability to carry over funds from one year to the next, ensuring funds from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds appropriated for Capital and Operating and Maintenance, which gives the NHC full authority for the delivery of housing initiatives.
- The creation of an entity that is focused specifically on meeting housing challenges within Nunavut and providing housing solutions using a one-window approach.

Our Mission

To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.

Our Vision

To ensure families and individuals in Nunavut have access to a range of affordable housing options.

ENVIRONMENTAL SCAN

Delivery

Adequate, affordable and appropriate shelter is a key factor in achieving well-being, including the ability to participate and to achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

New construction by the private sector is usually responsive rather than proactive. The continued training of Nunavummiut in the construction fields is a cornerstone to economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut will increase.

There is an extremely limited private market in Nunavut: most landlords/developers only respond to tenders, or initiate new development, that in turn promises long-term government leases. The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most.

Nunavut's climate and geography also present unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported by air or on the annual summer sealift. As a result, the cost of landed goods is substantially higher than elsewhere in Canada.

Adequate and secure storage facilities must be available to accommodate a 12-month supply of materials. In addition, the first snowfall usually occurs around the time that the sealift ship arrives in many communities, complicating or impeding construction. As such, the NHC will continue to lobby for improved storage facilities and increased capacity for Local Housing Organizations (LHOs) to address these challenges.

The NHC relies on its community partners, the LHOs, to provide maintenance and administration services on housing units. With the Nunavut Housing Trust (NHT) a number of our LHOs have engaged in the construction of NHT units. This provides more local control over community construction activities such as hiring, as well as learning valuable administrative and project management skills. The NHC also looks to these partners for valuable insight on community priorities and concerns.

The NHC recognizes the value of enhancing LHO capacity and has therefore identified supporting the LHOs as a critical priority for 2011-2014. At present, many of the LHOs operate out of facilities originally built to support and maintain a much smaller housing inventory. Furthermore, unprecedented construction is taking place across the territory; however, few investments have been made to enhance the LHOs, beyond their regular operating funding. For example, the condition of certain LHO warehouses and storage

Nunavut Housing Corporation facilities is identified as a critical issue by both the Corporation and by the Office of the Auditor General.

Supply

According to the 2010 Nunavut Housing Needs Survey, fifty-one percent of Nunavut's population resides in public housing and tenancy in these units is ninety-nine percent Inuit. Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home to approximately half of Nunavummiut.

The GN is the principal supplier of the 9,400 dwelling units in the territory. The government, through the NHC, currently maintains approximately 4,434 public housing units (of which 4,170 are NHC-owned and 264 are leased), 1,344 staff housing units (of which 246 are owned and 1,098 are leased), and holds mortgages for 500 homeowners. This represents over sixty-seven percent of Nunavut's total housing stock. The remaining thirty-three percent of Nunavut's housing stock includes privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing or Income Support funded units.

Each Public Housing unit requires approximately $22,777 dollars per year to operate and maintain. However, funding from CMHC for the social housing inventory that was transferred to the Corporation in 1999 is declining and will terminate completely in 2037. Additional resources will need to be identified and dedicated to the operations and maintenance of public housing.

The NHC is committed to delivering new and refreshing existing homeownership programs to assist people who are ready to gain the advantages of independence from the Public and Staff Housing Programs. Every new homeowner either frees up a rental unit in the public or staff housing portfolios, or reduces an existing home's occupancy level.

Unfortunately, homeownership remains unattainable for most Nunavummiut. Ongoing payments for basic shelter components are very high: in 2009, on average, it costs $976 per month for fuel, water, garbage, power, insurance, maintenance, and land lease fees.

Despite extensive public and staff housing portfolios and homeownership programs, overcrowding continues to be an issue of critical concern in the territory. The *Indigenous Children's Health Report* (2009) cites overcrowding and poor housing conditions as contributing to the high rates of infant mortality amongst Inuit. The *Aboriginal Children's Survey* (Statistics Canada, 2006) reports that nearly half of young Inuit children live in crowded dwellings. In 2004, the *Ten-Year Inuit Housing Action Plan* estimated that 3,000 public housing units are required over a ten-year time span to alleviate current housing needs, and an additional 270 units per year are required to meet the needs of Nunavut's growing population.

While research clearly indicates that overcrowding in Nunavut negatively affects our communities, there is a lack of quantitative data identifying the housing shortage, the type of housing required to meet the demands of a growing population and the resources needed to address the crisis.

As such, the NHC contracted Statistics Canada and the Nunavut Bureau of statistics to conduct a Nunavut Housing Needs Survey (NHNS). The NHNS was a major undertaking for the NHC. Survey results support advocacy efforts for long-term federal funding for public housing and enable the NHC to more effectively direct housing resources to meet the actual housing needs of Nunavummiut.

INUIT EMPLOYMENT PLAN

Nunavut Housing Corporation Inuit Employment Goals

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Land Claim Agreement goal of 85% Inuit employment and plans to increase Inuit employment in the fiscal year 2011-2012. It is important to note, however, that the NHC must address certain challenges to achieve this target. These challenges are outlined in the following section.

The total number of NHC positions in 2010-2011 is 104, up from 89 in 2009-2010. This increase is due to the addition of an indeterminate Policy Analyst (Homelessness) position, as well as 14 term positions created in 2009-2010 and expiring on March 31, 2011 that are not included in the 2012 budget. Meeting the GN target of 56% Inuit employment by the end of fiscal 2011 would require hiring 30 beneficiaries to bring the total of Inuit staff up from 28 to 58. NHC currently does not have enough vacancies for 30 beneficiary hires. The target number of Inuit staff for 2011-2012 is 32. It is important to note that the forecasted Inuit Employment targets are based on the vacancy rate as of June 30, 2010 and the hiring and job offers which have been completed after that date.

NHC Engagement in GN-Wide Initiatives for 2011-2014 to meet Inuit Employment Goals

To meet the challenge of achieving a high level of Inuit employment, the NHC will utilize such programs as the Department of Human Resources' Sivuliqtiksat (Internship) and Mentorship Programs. The NHC also makes use of tools, such as the training and development courses provided by the Department of Human Resources, to assist Inuit employees with the goal of advancing their employment within the NHC. Furthermore, the NHC supports continuous learning with the objective of providing opportunities to Inuit employees who wish to enhance their skills and pursue career opportunities. The development of Inuit staff will allow for the filling of positions that become vacant within the Corporation.

Departmental Initiatives for 2011-2014 to meet Inuit Employment Goals

The NHC is committed to supporting Inuit staff through performance management, on-the-job training, and by encouraging continuous learning. In addition, the NHT Apprenticeship Program is a major long-term strategy to support Inuit employment goals.

One of the key objectives outlined in the Nunavut Housing Trust Delivery Strategy is to support the completion of training for approximately 35-40 new trades-people (Housing Maintenance Servicepersons or other journeypersons). These trades-people have engaged in the long-term maintenance of housing units in Nunavut. They have been trained by way of an apprenticeship program offered in partnership with the NHC, the Department of Education and Nunavut Arctic College. All NHT apprentices are Inuit and, in many cases, they will form the next generation of Local Housing Organization technical staff and/or NHC Community Development Officers (CDOs) in the maintenance and technical streams, which would positively affect the Corporation's IEP numbers.

It is important to recognize that the nature of many of the CDO positions makes it a challenge to retain local applicants within the NHC. Namely, the intensive travel demands and heavy workloads, which include maintenance, technical, programs, and finance responsibilities, are seen as an impediment to maintaining a healthy balance between work and traditional lifestyles/pursuits (including family life, hunting, and community engagement). In addition, these positions are centralized within Nunavut's three districts. Consequently, qualified Inuit applicants, particularly those from smaller communities, are often reluctant to apply. Ideally, if these positions were located at the community level, qualified local residents, including those who achieve their journeyperson certification via the NHT, would be more likely to apply.

The NHT Apprenticeship Program has provided Inuit trades-people with the required skill qualifications to work as journeypersons within the construction industry. However, the NHC recognizes that additional steps must be taken to locate more of these positions at the community level. As part of a long-term project to make Community Development Officer positions more attractive to Inuit applicants, the NHC will begin exploring flexible, creative solutions towards addressing this concern. With very few exceptions, most NHT construction will be completed in the 2010-2011 fiscal year and therefore, there will be very little NHT activity in 2011-2012.

CORE BUSINESS

The following section is organized into four key areas of responsibility of the Nunavut Housing Corporation: Advisory and Administrative Services; Public Housing; Staff Housing and Home Ownership. Status updates for the NHC priorities as outlined for the 2010/11 fiscal year are provided, and the NHC priorities for 20011/14 are established.

Budget		**($ 000)**		
	2010-11	**2011-12**	**2012-13**	**2013-14**
Advisory and Administrative Services	14,557	**13,778**	13,084	13,084
Public Housing	78,225	**87,024**	94,057	95,459
Staff Housing	39,460	**42,557**	42,557	42,557
Homelessness	400	**400**	400	400
TOTAL	132,642	**143,759**	150,098	151,500

Advisory and Administrative Services

Advisory and Administrative services for the NHC are provided by a group of dedicated housing professionals. The NHC team works diligently to make the corporation an action-oriented service delivery agency. Through its Advisory and Administrative services, the NHC strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations (LHOs) in the areas of administration, finance, program delivery and technical construction techniques and procedures. It also develops services for homeowners in the areas of finance, education and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

Objectives

- To increase coordination of housing policies and procedures in Nunavut;
- To increase staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and the LHO staff;
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The following divisions of the NHC are responsible for the delivery of Advisory and Administrative Services:

Programs Budget ($ 000)	**2010-2011**	**2011-2012**	**2012-2013**	**2013-2014**
Corporate Governance	1,008	**1,108**	905	905
Responsible for managing the NHC to ensure consistent application of policy, standards, procedures, and program delivery throughout Nunavut.				
Corporate Operations	2,391	**2,553**	2,296	2,296
Responsible for the administration of corporate policy, strategic planning and communications. Corporate Operations provides support to the Minister, the senior management team, and the regional offices.				
Corporate Policy and Planning	712	**814**	814	814
Accountable for the development and co-ordination of NHC policies in support of the Nunavut Housing Corporation's Vision, Mission, Mandate, and Goals and Objectives. This function is also responsible and accountable for research and economic and financial planning for the NHC.				
Corporate Finance Administration	1,455	**1,581**	1,581	1,581
Accountable for the overall management of the financial affairs of the Nunavut Housing Corporation, including safeguarding the NHC's assets, preparing and issuing financial reports, maintaining internal financial controls, and providing training and advice.				
District Program Administration	2,684	**2,679**	2,679	2,679
Responsible for managing the delivery of homeownership and housing repair programs, assisting the LHOs in the delivery of rental housing programs by monitoring the management/partnership agreements, and providing a high degree of support to the LHOs. Also accountable for the management of the mortgage and homeownership portfolio, which includes financial and educational counseling and training of clients.				
District Financial Administration	2,687	**2,081**	2,081	2,081
Fulfills a dual function in providing financial support to the districts and in monitoring, evaluating and assisting LHOs with financial matters.				
District Technical Administration	3,620	**2,962**	2,730	2,730
Provides support and training to LHO maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.				
Total, Advisory and Administrative Services	14,557	**13,778**	13,086	13,086

Priorities (2010-11)

- Implement recommendations from the NHC organizational structure review.
  Status: *An in-house organizational structure review in response to the over commitments pertaining to the Nunavut Housing Trust and the Affordable Housing Initiative, has begun. The NHC is re-examining its current structure*

from top to bottom to ensure the Corporation's capacity and competency needs are met in order to improve its operations.
Among the areas due for major revision are the NHC's current governance structure, its financial administration function and its operational capacity. The NHC is looking to implement the results of the review in 2011-2012.

- Begin implementation of the NHC Strategic Plan - Working Document.
  Status: *Ongoing. The Nunavut Housing Corporation has begun implementing various aspects of its Strategic Plan. To date focus has been primarily placed on the first identified goal in the Strategy, working with NHC's territorial partners in lobbying the federal government for long-term funding through the Tri-Territorial Housing Working Group.*

- In collaboration with the GN departments, the NHC will lead in the development of a long-term GN Comprehensive Housing Strategy.
  Status: *The DMC Quality of Life Committee has recommended that the GN Homelessness Strategy be incorporated into the GN Housing Strategy and that completion timelines be accelerated. Expectations are that the Housing Working Group and the Subcommittee on Homelessness will have completed both strategies by the Fall of 2011.*

- Analyze and utilize information from the territorial housing needs survey to accurately demonstrate core housing need in Nunavut and to determine the number of units required to alleviate the existing housing shortage.
  Status: *The initial report of the Nunavut Housing Needs Survey prepared by Statistics Canada was released on schedule in October 2010. The data collected will assist the NHC in its work with the Housing Working Group and the Subcommittee on Homelessness on the GN Long Term Housing Strategy and the GN Homelessness Strategy expected for the Fall of 2011.*

- Partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement.
  Status: *The NHC is continuing to work with CGS IT division, as well as NPC, PPD, and the hamlets to utilize the Energy Cap software for centralized utility billing.*
- Maintain lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.
  Status: *Ongoing.*

- Monitor the implementation the Maintenance Management Operating System (MMOS), and enhance the program as necessary.
  Status: *LHO maintenance operations assessments are being undertaken.*

Priorities (2011-12)

- Produce a "Housing in Nunavut" awareness campaign to change Nunavummiut attitudes about housing.
- In collaboration with the GN departments, the NHC will take the lead in developing an implementation plan for the GN Comprehensive Housing Strategy and GN Homelessness Strategy.
- Undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut
- Partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement.
- Maintain lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.
- Undertake comprehensive Homeownership Program Review and Staff Housing Program Review.

Priorities (2012-13)

- Begin implementation of the GN Comprehensive Housing Strategy, in collaboration with GN departments, NHC will
- Monitor and assess housing program delivery across Nunavut and make improvements where needed.
- Continue to undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.

Priorities (2013-2014)

- Monitor and assess housing program delivery across Nunavut and make improvements where needed.
- Continue to undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.

Public Housing

The NHC delivers a community-sensitive Public Housing Program by providing financial resources and ongoing professional support to its local delivery agents, the 25 Local Housing Organizations. LHOs are responsible for the complete care of the approximately 4,434 units in the public housing portfolio, from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

Objectives

- To provide technical and financial training to LHO staff for the improved delivery of public housing in Nunavut.
- To increase the number of adequate, suitable and affordable dwelling units in Nunavut.

Programs Budget ($ 000)	**2010-2011**	**2011-2012**	**2012-2013**	**2013-2014**
Leased Units – Rent Supplement	7,039	**7,039**	7,039	7,039
There are approximately 264 leased public housing units throughout the territory. They create an opportunity for the private sector to provide much needed public housing rent supplement units without the capital expenditure required for the construction of new units.				
Administration and Maintenance	40,220	**40,032**	41,430	41,430
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies to perform each demand and preventative maintenance, travel, and training.				
Utilities	63,636	**69,703**	73,235	73,235
Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewerage, and garbage collection.				
Taxes and Land Leases	1,858	**1,803**	1,803	1,803
Covers the cost of taxes and land lease expenses.				
Debt Recovery	23,588	**20,887**	17,922	15,832
Remitted to CMHC to pay down the debt on the public housing portfolio, which was about $149 million as at March 31, 2009.				
Rental Revenue	(7,499)	**(8,715)**	(9,000)	(9,000)
LHOs assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remainder is used to offset the cost of administering the Public Housing Program.				
Other Revenue	(50,617)	**(43,725)**	(38,372)	(34,880)
CMHC contributions for Social Housing and own source revenue.				
Total, Advisory and Administrative Services	**78,225**	**87,024**	**94,057**	**95,459**

Priorities 2010-11

- The NHC will work with senior department officials to begin a process for reviewing and updating the Rent Scale.
  Status: *A review of the current Public Housing Rent Scale as part of NHC's Tamapta Action Plan objectives is currently underway. The NHC expects to have the review completed by Spring 2011.*

- Continue monitoring the final phase of NHT construction to ensure the completion of the 725 units.
  Status: *The Vice President of the NHT along with the Design and Development Division are working closely with NHC finance staff and District Offices to complete this fiscal year, with a few exceptions, the remaining NHT units.*

- Monitor LHOs responsible for the construction of public housing units.
  Status: *Construction of public housing units is monitored by the District Offices.*

- Support the development of an LHO construction arm where there is no community contracting base and developing an established local workforce for construction.
  Status: *NHC/LHO construction is only occurring where no other viable means of contracting can be obtained.*

- Monitor implementation of the delivery strategy for the additional $100 million in federal funding for housing Nunavut. The NHC targets 285 units for construction under this initiative.
  Status: *60 units awarded to be built and 115 awarded to close in. Additional funding approved by GN to complete the remaining units.*

- Continue to work with LHOs and municipalities to ensure site preparation for housing development.
  Status: *Work is progressing to allow spring construction start up in all locations.*

- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.
  Status: *The NHC filled its Maintenance Coordinator position in October 2010 and has engaged the services of consultants to provide continued training and support on maintenance management processes and software.*

- Provide Housing Organization Boards with additional training on NHC policies, procedures and programs.
  Status: *District Program staff was trained to deliver workshops using the new LHO Board Manual late Fall 2010. They in turn will deliver Board workshops in the communities after the LHO elections. Workshops using the revised Tenant Relations Officer Manual focusing on Unit Allocations and other topics are planned to be delivered Winter 2011.*

- Pursue enhancing the number of Maintenance officers located within each district.
  Status: *This will be incorporated into NHC structural review.*

- Enhance the maintenance and secured storage facilities of identified LHOs.
  Status: *Funds were reallocated to the completion of the NHT.*

Priorities 2011-12

- Adopt and implement a revised Rent Scale and guidelines.
- Monitor the completion of construction of the remaining 250 of the original 285 CEAP units across Nunavut.
- Monitor and assist LHOs responsible for the construction of public housing units.
- Monitor and continue to assist LHOs to develop the workforce in Nunavut communities.
- Continue to work with LHOs and municipalities to ensure ongoing site preparation for housing development.
- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.
- Continue to provide Housing Association Boards with additional training on NHC policies, procedures and programs.
- Pursue enhancing the number of Maintenance officers located within each district as part of the in-house organizational structure review of the Corporation's capacity and competency needs.

Priorities 2012-13

- Monitor and continue to assist LHOs to develop the workforce in Nunavut communities.
- Continue to work with LHOs and municipalities to ensure ongoing site preparation for housing development.
- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.
- Continue to provide Housing Association Boards with additional training on NHC policies, procedures and programs.

Priorities 2013-14

- Monitor and continue to assist LHOs to develop the workforce in Nunavut communities.
- Continue to work with LHOs and municipalities to ensure ongoing site preparation for housing development.
- Continue to provide Housing Association Boards with additional training on NHC policies, procedures and programs.

Staff Housing

Through the Staff Housing Program, the NHC provides owned and rented units to GN staff, as well as a range of housing-related programs and services to eligible staff. Currently, over 82% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget. Significant policy and procedural work will continue over the next five years as we investigate, revise and refresh areas of staff housing as required.

Objective

- To provide rental housing to term and indeterminate GN employees.

Programs Budget ($ 000)	**2010-2011**	**2011-2012**	**2012-2013**	**2013-2014**
Operations	6,211	**6,411**	6,411	6,411
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment.				
Leases for Staff Housing Rental Units	33,249	**36,146**	36,146	36,146
Representing 90% of the line of business, the staff housing portfolio provides close to 1,100 rental units				
Total, Staff Housing	39,460	**42,557**	42,557	42,557

Priorities (2010-11)

- Provide an increased range of options to GN employees to encourage homeownership.
  Status: *A review of the NHC suite of Homeownership Programs is currently underway, and is expected to be complete by Spring 2011. Staff housing will work with the Homeownership Programs Division to produce a homeownership promotion plan targeted to GN employees.*

- Increase the coordination of new staff housing provision with NHC and GN Capital Plan.
  Status: *At NHC's request, the GN Finance capital and O&M budget call letters now include a specific reference for GN Departments and Agencies to identify additional staff housing needs required for new infrastructure and program changes.*

- In collaboration with GN departments, develop a Staff Housing Strategy.
  Status: *Review of the Staff Housing Policy will be part of the winter 2011 NHC Housing Forum. The results will be incorporated into the GN Comprehensive Long Term Housing Strategy.*

- Continue to identify training and staffing opportunities for beneficiaries within the Staff Housing Division.

Status: *Ongoing. Starting with its first workshop in Arviat in 2009-2010, the Staff Housing Division has organized a series of best practice sharing sessions to be held in each of the three regional offices and focused on the NHC's front line Staff Housing employees. Due to budgeting concerns, the 2010-2011 Property Management Officers and Accommodation Clerk Training workshop was postponed to the Spring/Summer of 2011.*

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
  Status: *Ongoing with lease renewals and construction of units across Nunavut. New leases have been acquired in Kugaaruk and Iqaluit. NHC is overseeing the construction of a five-plex in each of Clyde River, Igloolik, and Gjoa Haven and a duplex in Qikiqtarjuaq and Cape Dorset.*

- Work in close partnership with GN departments to meet their staff housing requirements.
  Status: *In November 2010, the VP of Operations and the Manager, Staff Housing met with all of the Departmental Assistant Deputy Ministers to identify specific departmental staff housing needs and engage in a discussion on the procurement and allocation process of GN Staff Housing.*

Priorities (2011-12)

- Complete the new Staff Housing Strategy as part of the GN Comprehensive Housing Strategy.
- Provide an increased range of options to GN employees to encourage homeownership.
- Evaluate GN employees' response to NHC homeownership programs.
- Increase the co-ordination of new staff housing provision with NHC and GN Capital Plan.
- Continue to identify training and staffing opportunities for beneficiaries within the Staff Housing Division.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- Continue to work in close partnership with GN departments to meet their staff housing requirements.

Priorities (2012-13)

- Complete the new Staff Housing Strategy as part of the GN Comprehensive Housing Strategy.
- Provide an increased range of options to GN employees to encourage homeownership.

- Evaluate GN employees' response to NHC homeownership programs.
- Increase the co-ordination of new staff housing provision with NHC and GN Capital Plan.
- Continue to identify training and staffing opportunities for beneficiaries within the Staff Housing Division.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- Continue to work in close partnership with GN departments to meet their staff housing requirements.

Priorities (2013-14)

- Continue to identify training and staffing opportunities for beneficiaries within the Staff Housing Division.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- Continue to work in close partnership with GN departments to meet their staff housing requirements.

Homeownership

Through its Homeownership Programs and NHC financing options, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. The NHC can also provide short-term guarantees for interim financing. As well, client-counseling services are provided to homeowners. These services include, but are not limited to, consultations regarding new construction/renovation, bank financing, home budgeting and energy conservation
in the home.

The Nunavut Down Payment Assistance Program (NDAP)

The Nunavut Down payment Assistance Program offers down payment assistance to Nunavummiut in the form of a forgivable loan. In Rankin Inlet, Iqaluit and Cambridge Bay the amount available for purchase of an existing home purchase is $30,000 and the amount available for the construction of a new home is $50,000. For all other Nunavut communities the amount available for purchase of an existing home is $45,000 and the amount available for the construction of a new home $75,000.

The Tenant to Owner Program (TOP)

The Tenant to Owner Program offers tenants in Public Housing the opportunity to become homeowners by purchasing the home that they are renting. A number of different financing options are available.

Government of Nunavut (GN) Staff Condominium Program (CONDO)
The GN Staff Condominium Program offers an opportunity for GN Staff to purchase an affordable Condominium unit.

The Interim Financing Program (IFP)
The Interim Financing Program can provide a construction loan to Nunavummiut who are unable to secure interim financing from a private lender to construct a new home.

The Home Renovation Program (HRP)
The Home Renovation Program offers assistance to Nunavut homeowners to complete repairs, renovations or additions to existing homes. HRP assistance is a forgivable loan up to maximum of $50,000. An additional $15,000 is available for energy efficiency related items.

The Senior Citizens Home Repair Program (SCHRP)
The Senior Citizens Home Repair Program supports senior homeowners with repairs and home adaptations. The maximum contribution available is $15,000 plus eligible freight costs.

The Emergency Repair Program (ERP)
The Emergency Repair Program offers assistance for emergency repairs that are required for the continued safe occupancy of a home. The maximum contribution available is $15,000.

Seniors and Disabled Persons Preventative Maintenance Program (SDPPMP)
The Senior and Disabled Persons Preventative Maintenance Program provides support to senior or disabled homeowners for preventative maintenance and minor repairs. The assistance is an annual grant of up to a maximum of $1,500.

Homeowner Energy Efficiency Rebate Program (HEERP)
The Homeowner Energy Efficiency Rebate Program helps to improve the energy efficiency of Nunavummiut homes by providing a rebate of 50% of eligible purchases up to a maximum of $2,000. The program sunsets on March 31, 2011.

The Heating Oil Tank Replacement Program (HOTRP)
The Heating Oil Tank Replacement Program (HOTRP) provides assistance to homeowners to replace their home heating oil tank in the form of a grant of up to $5,000.

Priorities (2010-11)

- Implement a plan to promote homeownership across Nunavut.
  Status: *The NHC is in the process of reviewing and updating Homeownership program promotional materials such as brochures and program application forms. The NHC's Website has been redone and the NHC is working to ensure Nunavummiut have access to the most up to date information on Homeownership Programs and that promotional materials are available in Nunavut's four official languages.*

- Implement revised homeownership policies and guidelines and monitor success.
  Status: *The NHC has undertaken a review and revision of the current Homeownership Programs Guidelines and Procedures and a new Homeownership Programs Manual will be issued to programs staff prior to March 31st, 2011.*

- Implement a new communication strategy for homeownership promotion.
  Status: *The NHC has several workshop presentations designed to introduce prospective homeowners to the process and responsibilities of Homeownership.*

- Promote the delivery of home repair programs, particularly for senior and disabled homeowners in support of independent living.
  Status: *The NHC is examining ways to increase the focus on this need area through program revision and enhancement. The NHC counsels seniors on what housing options are available should they wish to cease being homeowners and what NHC programs are available in support of independent living.*

- Implement an improved unit design for the Material Assistance Program.
  Status: *Detached Single Family dwellings are the least cost effective construction style. The NHC is considering discontinuing the construction of this type of unit. The NHC will raise the issue of how to increase homeownership options in Nunavut throughout its work on the GN Comprehensive Long Term Housing Strategy.*

- Monitor issues of environmental liability due to aging oil tanks throughout Nunavut. If necessary, continue to support the oil tank replacement program, which prioritizes the replacement of oil tanks of senior and vulnerable homeowners.
  Status: *The Heating Oil Tank Replacement program was implemented April 1, 2010. As of September 2010, there have been 60 approvals and 171 submitted applications. This is a multi-year initiative.*

- Continue to support public housing tenants to own their own homes through down payment assistance.
  Status: *The Nunavut Down Payment Assistance Program continues to be one of the NHC's most popular and effective programs to encourage homeownership. Applicants for the program include many Public Housing tenants, GN Staff Housing tenants and tenants who rent on the private market.*

- Provide additional training to NHC employees responsible for the delivery of the Homeownership Programs throughout Nunavut as necessary.
  Status: *A Homeownership Programs Workshop is slated for delivery prior to 2011 fiscal year end. The workshop will focus on legal and land issues concerning homeownership in Nunavut.*

- Review the results of the Nunavut Housing Needs Survey and respond with initiatives based on the identified needs of Nunavummiut in support of current and future homeowners.
  Status: *The initial results of the Survey were released in October 2010, with final results to be released in December 2010. The NHC will examine the data and respond with proposals to address the identified needs with respect to current and prospective homeowners.*

Priorities (2011-12)

- Continue to enhance the development and delivery of home repair, renovation, maintenance and adaption programs in particular for senior and disabled homeowners in support of independent living.
- Continue to develop and implement new initiatives to support the movement of public housing tenants, staff housing tenants and private renters' into homeownership.
- Develop and implement a major homeownership program as a cost effective and efficient initiative in support the construction of new homes.
- Continue to provide additional training opportunities to NHC employees responsible for the delivery of the homeownership programs throughout Nunavut to improve the effectiveness, efficiency and consistency of program delivery.
- Establish an application appeals process for homeownership programs applicants.
- Enhance technical support for Homeowners undertaking repairs, renovations and maintenance to improve the cost effectiveness, efficiency and quality of projects undertaken.
- Develop a database to gather more information on Homeowners in Nunavut and as well to track more efficiently the NHC's homeownership Programs delivery.
- Examine the data from the Nunavut Housing Needs Survey and develop proposals to address the identified needs with respect to current and prospective homeowners.

Priorities (2012-13)

- Continue to enhance the development and delivery of home repair, renovation, maintenance and adaption programs in particular for senior and disabled homeowners in support of independent living.
- Continue to develop and implement new initiatives to support the movement of public housing tenants, staff housing tenants and private renters' into homeownership.

- Continue to provide additional training opportunities to NHC employees responsible for the delivery of the homeownership programs throughout Nunavut to improve the effectiveness, efficiency and consistency of program delivery.
- Enhance technical support for Homeowners undertaking repairs, renovations and maintenance to improve the cost effectiveness, efficiency and quality of projects undertaken.
- Develop a database to gather more information on Homeowners in Nunavut and to track more efficiently the NHC's homeownership Programs delivery.

Priorities (2013-14)

- Continue to enhance the development and delivery of home repair, renovation, maintenance and adaption programs in particular for senior and disabled homeowners in support of independent living.
- Continue to develop and implement new initiatives to support the movement of public housing tenants, staff housing tenants and private renters' into homeownership.
- Continue to provide additional training opportunities to NHC employees responsible for the delivery of the homeownership programs throughout Nunavut to improve the effectiveness, efficiency and consistency of program delivery.
- Enhance technical support for Homeowners undertaking repairs, renovations and maintenance to improve the cost effectiveness, efficiency and quality of projects undertaken.
- Review and evaluate the past five years Homeownership Programs delivery and propose changes where necessary to improve the effectiveness of Homeownership Programs in addressing the needs of Nunavummiut.

Homelessness

Recognizing the seriousness of homelessness in the North, the NHC is committed to improving homelessness services and infrastructure within Nunavut.

Programs Budget ($000)	2010-2011	2011-2012	2012-2013	2013-2014
Homelessness	400	**400**	400	400
Total, Homelessness	**400**	**400**	**400**	**400**

Priorities 2010-11

- Establish a homelessness governing structure.
  Status: *A Policy Analyst – Homelessness position was created, funded, and staffed under the NHC's Policy Division.*

- Work with the inter-departmental and inter-jurisdictional Working Group on Homelessness of the Housing Working Group to improve services.
  Status: *Terms of reference for a Housing Working Group under the DMC Quality of Life Committee have been finalized and a Subcommittee on Homelessness has been created to address this Tamapta priority. As well, the NHC is a member of the National Housing Research Council's Homelessness Working Group.*

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
  Status: *Ongoing discussions with Human Resources and Skills Development Canada concerning Homelessness Partnering Strategy and Surplus Federal Real Property Homelessness Initiative programs.*

- Conduct needs assessment research on homelessness in Nunavut.
  Status: *The Nunavut Housing Needs Survey data has been collected by Nunavut Bureau of Statistics and the report by Statistics Canada was delivered for October 2010. Detailed community and regional tables will be released in early 2011.*

Priorities 2011-12

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Continue to work with the inter-departmental and inter-jurisdictional working group on homelessness.
- In collaboration with stakeholders, develop a long-term Homelessness Strategy and a corresponding implementation plan for responding to homelessness across Nunavut.

Priorities 2012-13

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Continue to work with the inter-departmental and inter-jurisdictional working groups on homelessness to improve homelessness services.
- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation.

Priorities 2013-14

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Continue to work with the inter-departmental and inter-jurisdictional working groups on homelessness to improve homelessness services.
- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation.

APPENDIX I. Financial Summary

Branch	**2010 – 2011 Main Estimates**		**2011 – 2012 Main Estimates**		**2012 – 2013 Planned**		**2013 – 2014 Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
HEADQUARTERS								
Salary	4,604	34	**4,374**	**31**	3,914	28	3,914	28
Grants & Contributions	694		**400**		400		400	
Other O&M	1,092		**1,682**		1,448		1,448	
Subtotal	**6,390**		**6,456**		**5,762**		**5,762**	
DEBT REPAYMENT								
Salary	–		–		–		–	
Grants & Contributions	–		–		–		–	
Other O&M (includes CMHC contributions)	23,588		**20,887**		17,922		15,832	
Subtotal	**23,588**		**20,887**		**17,922**		**15,832**	
DISTRICT OFFICES								
Salary	7,414	58	**6,033**	**45**	6,033	45	6,033	45
Grants & Contributions	–		–		–		–	
Other O&M	1,579		**1,688**		1,688		1,688	
Subtotal	**8,993**		**7,721**		**7,721**		**7,721**	
AFFORDABLE HOUSING – PUBLIC HOUSING								
Salary	–		–		–		–	
Grants & Contributions	105,254		**109,862**		114,507		114,507	
Other O&M	–		–		–		–	
Subtotal	**105,254**		**109,862**		**114,507**		**114,507**	
AFFORDABLE HOUSING – STAFF HOUSING								
Salary	1,334	12	**1,361**	**12**	1,361	12	1,361	12
Grants & Contributions	–		–		–		–	
Other O&M	38,200		**41,197**		41,197		41,197	
Subtotal	**39,534**		**42,558**		**42,558**		**42,558**	
TOTAL FUNDED	**183,759**	**104**	**187,484**	**88**	**188,470**	**85**	**186,380**	**85**
*Less CMHC Contribution and Other Revenue	50,616		**43,725**		38,372		34,880	
TOTAL GN FUNDED	**133,143**		**143,759**		**150,098**		**151,500**	

APPENDIX II. Inuit Employment Targets

NUNAVUT HOUSING CORPORATION	As of June 30, 2010		For March 31, 2012	
	# of Positions	Capacity %	# of Positions	Capacity %
Total Department Positions	**104**		**88**	
Total Filled Positions	82	79%	77	86%
Total Vacancies	22	21%	11	13%
Total Beneficiaries	28	34%	28	37%
Total Executive Positions	**3**		**3**	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	2	67%	2	67%
Total Senior-Management Positions	**7**		**6**	
Total Filled Senior-Management Positions	6	86%	6	100%
Total Vacant Senior-Management Positions	1	14%	0	0%
Total Beneficiaries in Senior-Management Positions	1	17%	0	0%
Total Middle-Management Positions	**17**		**18**	
Total Filled Middle-Management Positions	16	94%	14	72%
Total Vacant Middle-Management Positions	1	6%	4	22%
Total Beneficiaries in Middle-Management Positions	0	0%	0	0%
Total Professional Positions	**0**		**0**	
Total Filled Professional Positions	0	0%	0	0%
Total Vacant Professional Positions	0	0%	0	0%
Total Beneficiaries in Professional Positions	0	0%	0	0%
Total Paraprofessional Positions	**64**		**49**	
Total Filled Paraprofessional Positions	47	73%	42	86%
Total Vacant Paraprofessional Positions	17	27%	7	14%
Total Beneficiaries in Paraprofessional Positions	15	32%	14	33%
Total Administrative Positions	**13**		**12**	
Total Filled Administrative Positions	10	77%	12	100%
Total Vacant Administrative Positions	3	23%	0	0%
Total Beneficiaries in Administrative Positions	10	100%	12	100%

Nunavut ARCTIC COLLEGE

Business Plan

2011-2014

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INTRODUCTION

Nunavut Arctic College is a major contributor to the development of Nunavut and Nunavummiut. Our core business is training for employment. Our goal is building self-reliant families and communities through training and employment.

Mission

The mission of Nunavut Arctic College is to strengthen the people and communities of Nunavut by providing life-long learning opportunities for adult Nunavummiut by appropriately delivering quality career programs developed with input from our partners throughout the Arctic, and by making the benefits of Inuit traditional knowledge and southern science more accessible.

Vision

Nunavut Arctic College will strive to be the college of choice for the people of Nunavut by offering culturally relevant programs of the highest national standard. In the advancement of their language and culture, our graduates will value education and will be proud to take their place in Nunavut and beyond.

Values

Nunavut Arctic College is a creative community of educators and learners. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our learners and are committed to their success by:

- Engaging and challenging our students in learner-centred programs;
- Supporting learners through personal interaction, small scale learning environments, and sensitivity to the needs of students;
- Integrating Inuit culture and knowledge in our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of learners;
- Providing services that acknowledge learners as multi-faceted individuals and promote student success in all areas of life, as workers, community members, volunteers, family members, and parents;
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College.

We value our partnerships by:

- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for the people of Nunavut.

Principles

Our principles serve as guideposts to create a learning-centered institution that reflects Inuit values, beliefs, and knowledge. Nunavut Arctic College is an inclusive institution that:

- Respects and honors Inuit languages and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and languages.
- Values students' connections to family and community.
- Prepares students for meaningful careers and healthy lives.
- Places the well-being of students first and provides a strong caring network of support.
- Promotes learning as a positive life-changing experience, involving the whole person body-mind-spirit.
- Encourages the personal, professional, and academic development of students and staff.
- Engages learners as active participants in all aspects of learning and evaluation.
- Ensures our graduates meet national standards.

STRATEGIC LINK TO TAMAPTA/ᑕᒪᑉᑕ:

Nunavut Arctic College is committed to working with the Government of Nunavut to achieve the objectives and priorities of *Tamapta/ᑕᒪᑉᑕ: Building our future together*.

Improve Education and Training Outcomes: Nunavut should have a wider range of options for education, adult learning and training.

- *Work on the Nunavut Trade School will continue until it is completed in time to allow trades training in 2010. Subsequent initiatives will expand training capacity for mining occupations.*

- *Through Nunavut Arctic College and its partners, we will increase post-secondary opportunities in all occupational categories from career training to professional education.*

Strategic Goals

The Board of Governors of Nunavut Arctic College has established four strategic goals. The strategic goals will be achieved within the broader context of the vision, principles and priorities of *Tamapta/ᑕᒪᑦᑕ: Building our future together*.

- **Communities: Improving Programs and Services to Communities**
  The continuing need for more adult learning opportunities accessible in the communities is found in *Tamapta/ᑕᒪᑦᑕ: Building our future together*, *Pinasuaqtavut*, and the 2006 Report by the Standing Committee on Health and Education. The Nunavut Adult Learning Strategy further identifies literacy and adult basic education as a strategic priority so that Nunavummiut can be fully engaged in adult learning.

- **Culture: Building a Culturally Responsive College**
  The Board of Governors wishes to ensure that Inuit language and culture are the foundation for adult learning at Nunavut Arctic College. The Board welcomes partnership opportunities with communities, schools, regional Inuit associations and *Piqqusilirivvik*. The Board values the participation of Elders in the learning of its students. The Board of Governors considers the establishment of bilingual learning environments to be an urgent need and supports the development of bilingual learning materials.

- **Excellence: Achieving Academic Excellence**
  The Board of Governors supports appropriate academic standards for all programs. The Board values entrance standards that recognize the different abilities and accomplishments of adult learners and exit standards recognized by employers and the College's post-secondary partners. All programs are expected to provide appropriate Inuit content, community access, and transition-to-work experiences; and undergo periodic quality review and meet acceptable performance standards.

- **Strength: Strengthening College Systems and Operations**
  The Board of Governors recognizes its duty to oversee the management of Nunavut Arctic College in the best interests of both the College and Nunavummiut at large, while recognizing its accountability to the Minister. Arctic College works with the Public Agency Council to maintain accountability and address any issues raised by the Auditor General. Arctic College is forming partnership committees with GN departments to coordinate adult learning and training activities in Nunavut.

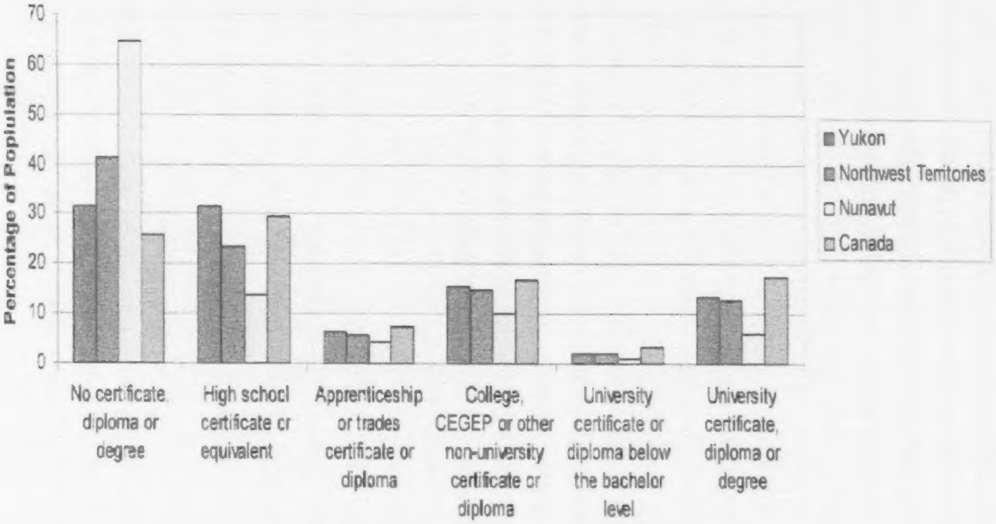
The delivery of Arctic College's programs follows the academic year from July 1st to June 30th. The Three Year Program Plan (www.arcticcollege.ca) lists what is being offered in the current academic year (2010-11), what is planned to be offered in the next year (2011-12), and what is hoped to be offered in the following year (2012-13). Changes are made depending on student demand, funding, appropriate facilities and housing, and community need.

ENVIRONMENTAL SCAN

The core business of Nunavut Arctic College is training for employment. In carrying out its core business, Nunavut Arctic College faces unique challenges and opportunities. Five critical challenges influence future decision-making. Responding to these challenges and turning them into opportunities will shape the strategic direction of Nunavut Arctic College during the coming years.

- **Inuit Languages and Culture**
  The Board of Governors wishes to build a college that mirrors Nunavut in terms of it's adherence to Inuit societal values, culture, and language. This is reinforced by the requirements of the *Inuit Language Protection Act* to deliver bilingual services and the demands of the *Education Act* to train bilingual teachers.

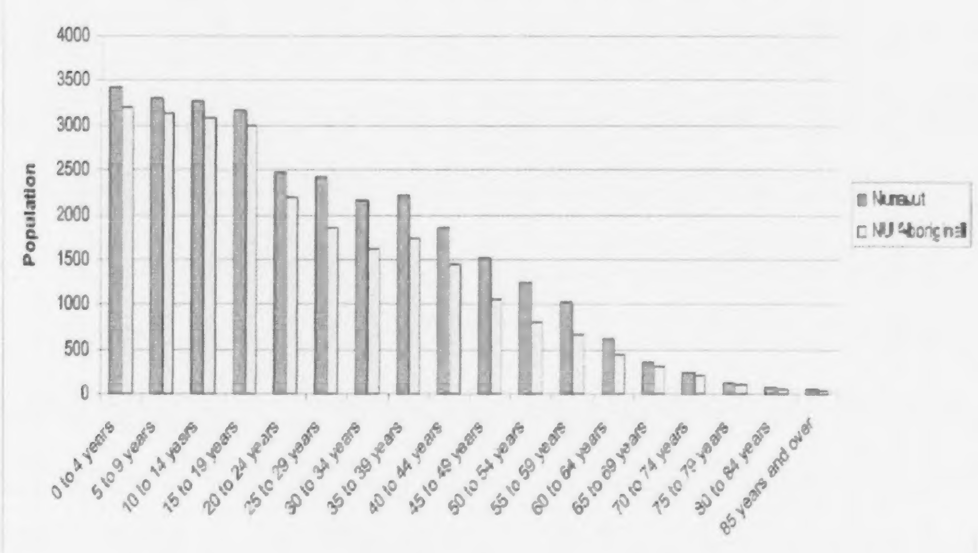
- **Educational Attainment**
  Nunavut lags the rest of Canada in educational attainment (2006 Census). About 60% of adult Inuit Nunavummiut do not have a high school diploma or equivalency. Only 4% have some university. Lower educational attainment is reflected in lower employment and earnings. There is a pressing need to encourage and enable mature students to acquire the academic foundations needed to be successful in higher education and employment.



- **Economic Growth**
  Despite the economic downturn, there is ongoing demand in the construction industry. The Government of Nunavut continues to need trained employees to serve Nunavummiut, particularly in health and education. Much of the future economy will be driven by the mining industry. The demands of the transportation industry

are also increasing. In contrast to the traditional economy, the emerging contemporary economy expects a high school diploma as a basic job entry requirement and college or university for career advancement.

- **Demographics**
  Unlike the rest of Canada (2006 Census), the 20-40 year-old population is being followed by a larger 0-19 year-old population. In order to be proactive, it is necessary to build the adult learning and training capacity needed in the near future to serve the Nunavut society and economy.



- **Geography**
  Nunavut has the most widely dispersed population in Canada. Arctic College's major programs and facilities are centered in three communities – Iqaluit, Rankin Inlet and Cambridge Bay – comprising about one-third of Nunavut's population. The remaining two-thirds of Nunavummiut have limited access to adult learning through their local Community Learning Centres unless they move to a regional campus. Making more adult learning and training accessible the communities will reduce the relocation and dislocation of students and their families. It will enable more Nunavummiut to get employment and advance their careers. Though distance learning technologies, methodologies, and curriculum exist, current cost and lack of band-width limit full Nunavummiut participation in e-learning.

INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut Land Claims Agreement* "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level." Arctic College contributes in two ways. First, it strives to increase the employment of Beneficiaries in the college. Second, it strives to increase the number of Beneficiary graduates from its programs thereby enabling more Beneficiaries to be eligible for employment in Nunavut.

Inuit Employment Goal

The goal of Nunavut Arctic College is to increase Inuit employment. (See appendix 1.) The focus is on the Professional (instructors) category. The Professional category is critical because the Board of Governors considers a bilingual learning environment to be an urgent need. It is difficult to fill because eligible instructors require formal qualifications and positions must be filled before the instructional term begins.

Inuit Employment Targets

To significantly increase Inuit employment, the attrition rate has to increase and/or the vacancy rate has to decrease. However increasing the attrition rate would mean losing experienced employees and reducing the quality of our capacity to train Nunavummiut for employment. Therefore the focus is on reducing the vacancy rate by increasing Inuit employment, particularly in the professional category.

The next critical area is management. However the factors are different. The executive, senior, and middle management categories have comparatively few vacancies and therefore fewer opportunities for Inuit employment. However in the five-year future several managers will be eligible for retirement which will create opportunities for increasing Inuit employment.

Inuit Employment Initiatives

To increase Inuit professional employment in response to the Board's statement that "a bilingual learning environment is an urgent need", Nunavut Arctic College is taking two significant steps. First, Arctic College annually sponsors the Instructor Development Program recognized by the University of New Brunswick. The program will help qualify Inuit candidates for employment in selected instructional positions. Second, we strive to recruit bilingual Adult Educators and at least one bilingual instructor for the diploma and degree career programs. Management is the next critical category. Anticipating future retirements, Nunavut Arctic College has initiated succession planning and mentorship for this category.

Part of the long-term solution to achieving representative Inuit employment is for Nunavut Arctic College to convocate more bilingual graduates and encourage more of them to seek employment opportunities within the College.

CORE BUSINESS

The core business of Nunavut Arctic College is training for employment through the delivery of adult learning and training to adult Nunavummiut throughout Nunavut. Our goal is building self-reliant communities and families through training and employment.

Nunavut Arctic College's programs and services are accessible from many different locations throughout Nunavut. There are Community Learning Centres in all Nunavut communities. Other facilities include headquarters in Arviat, the Nunavut Research Institute in Iqaluit, the Igloolik Oral History Research Centre, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

The programs and services of Nunavut Arctic College are very decentralized. For the purposes of this Business Plan, they are grouped together into nine business lines. The table below includes both Main Estimates and Third Party funding. The seven program lines together represent 71% of the total 2011-12 budget of Nunavut Arctic College.

	Budget ($000)			
	2010-11	**2011-12**	**2012-13**	**2013-14**
Inuit Language & Culture	2,267	**2,266**	2,266	2,266
Community & Distance Learning	6,831	**6,522**	6,622	6,622
Business & Leadership Careers	2,465	**2,360**	2,360	2,360
Education Careers	4,871	**4,829**	4,829	4,829
Health & Wellness Careers	2,349	**2,983**	2,983	2,983
Trade & Technology Careers	5,019	**6,060**	6,160	6,160
Nunavut Research Institute	1,541	**1,779**	1,879	1,879
Student Services	4,270	**4,546**	4,546	4,546
Administration Services	6,854	**6,039**	6,039	6,239
Total	36,467	**37,384**	37,684	37,884

Inuit Languages and Culture

The Inuit Languages and Culture division has both specific program delivery responsibilities and general program quality responsibilities. Its general responsibility is to support and ensure appropriate Inuit language and culture content in all College programs. Its activities are supported with advice from the Language and Culture Committee.

Objectives

- To lead the building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Language Programs		722	**737**	737	737
Includes Inuit language programs such as the Traditional Knowledge and Culture and the Interpreter/Translator Diplomas.					
Culture Programs		876	**853**	853	853
Includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diplomas.					
Curriculum Development		189	**192**	192	192
The Curriculum Development Office (Arviat) reviews all curricula for appropriate Inuit language and culture content.					
Oral History Project		330	**334**	334	334
The Igloolik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders.					
Total, Base Programs		2,117	**2,116**	2,116	2,116
Third Party Contracts		150	**150**	150	150
Supports the Learning Materials Centre and the delivery of Language Training and Cultural Orientation for GN employees.					
Total, Programs		2,267	**2,266**	2,266	2,266

Priorities (2010-11)

- Revise Inuktitut assessment tools.
  ***Status**: An Inuktitut placement test has been developed and piloted in reading, writing, and spoken fluency.*
- Develop Elder resources to support instruction.
  ***Status**: The second edition of "Guidelines for Working with Inuit Elders" is being developed. The Igloolik Oral History Research Centre is publishing interviews with Elders and making them available at www.arcticcollege.ca.*

Priorities (2011-12)

- Expand capacity to deliver Inuit language courses in career programs.
- Digitize Inuit learning materials for preservation and publication.

Priorities (2012-13)

- Establish an Inuit Language Centre of Excellence.

Priorities (2013-14)

- Continue building Inuit language capacity.

Community and Distance Learning

The 25 Community Learning Centers (CLCs) are each staffed with an Adult Educator. They initiate and coordinate programs, support adult learners, assess community needs, and are the first point of contact for those wanting information or access College programs and services. Adult Educators offer Adult Basic Education, literacy training, and pre-employment and upgrading programs in preparation for the College career training programs. Selected CLCs offer the College Foundations Program which prepares students for careers in environmental technology, nursing and teaching.

Objectives

- To lead the improvement of programs and services to communities.
- To develop community-based distance learning capacity.
- To increase accessibility of career programs in the communities.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Kitikmeot CLCs Supports CLCs in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.		1,149	**1,048**	1,082	1,082
Kivalliq CLCs Supports CLCs in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.		1,278	**1,272**	1,305	1,305
Qikiqtani CLCs Supports CLCs in Arctic Bay, Cape Dorset, Clyde River, Grise Fiord, Hall Beach, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.		3,104	**3,060**	3,093	3,093
Total, Base Programs		5,531	**5,380**	5,480	5,480
Third Party Contracts Supports the delivery of literacy, pre-employment and pre-trades training programs.		1,300	**1,142**	1,142	1,142
Total, Programs		6,831	**6,522**	6,622	6,622

Priorities (2010-11)

- Renew Adult Basic Education curriculum materials.
  Status: *Literacy materials are being piloted; basic science kits have been distributed; and, Workforce Essential Skills curriculum is been developed.*

Priorities (2011-12)

- Establish community employment preparation programs.

Priorities (2012-13)

- Expand delivery of on-line learning courses.

Priorities (2013-14)

- Continue enhancing community access to career programs through distance learning.

Business Careers and Workforce Development

The principal career programs in this division are Management Studies and Office Administration. It includes the management of the Municipal Training Organization and GN Staff Training contracts.

Objectives

- To train qualified candidates for employment by Nunavut businesses and the Government of Nunavut.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Business Programs	1,042	**988**	988	988
The principal career programs are Management Studies and Office Administration.				
Total, Base Programs	1,042	**988**	988	988
Third Party Contracts	1,423	**1,372**	1,372	1,372
Supports delivery of training for computer systems technicians, municipal and government employees, and the Nunavut Fisheries Training Consortium.				
Total, Programs	2,465	**2,360**	2,360	2,360

Priorities (2010-11)

- Develop capacity for workforce development training courses.
  Status: *Courses were delivered for Nunavut Fisheries Training Consortium and Municipal Training Organization. Certification was received from Transport Canada to deliver the Small Vessel Operator Program (SVOP). Workforce training is being planned for Service Canada and First Air.*

- Expand business education courses in the communities.
  Status: *No third party funding was secured.*

Priorities (2011-12)

- Establish a partnership for the delivery of a Bachelor of Applied Business Accounting

Priorities (2012-13)

- Establish an Inuit Tourism Program.

Priorities (2013-14)

- Continue building workforce development capacity.

Education Careers

The principal career program of this division is the Nunavut Teacher Education Program. It prepares bilingual elementary teachers for Nunavut schools. These offerings are overseen by the Teacher Education Partnership Committee with the Department of Education, which coordinates the training and employment of graduates.

Objectives

- To train qualified bilingual candidates for employment in Nunavut schools.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Teacher Education		2,992	**2,897**	2,897	2,897
The Teacher Education Program trains bilingual elementary teachers in partnership with the University of Regina. It offers all four years of the B.Ed. at Nunatta Campus. It is developing regional capacity to offer the B.Ed. in the Kitikmeot (Cambridge Bay) and Kivalliq (Rankin Inlet).					
Total, Base Programs		2,992	**2,897**	2,897	2,897
Third Party Contracts		1,879	**1,932**	1,932	1,932
Supports the delivery of the Community Teacher Education Program to Baker Lake, Cape Dorset, Gjoa Haven, Grise Fiord, Kugluktuk, Pangnirtung, Pond Inlet, and Qikiqtarjuaq, and the training of Inuit Language Specialists.					
Total, Programs		4,871	**4,829**	4,829	4,829

Priorities (2010-11)

- Identify new community offerings in the Kitikmeot.
  Status: *A Teacher Education Foundation Program was started in Gjoa Haven.*

Priorities (2011-12)

- Expand the portfolio to include Middle School, Early Childhood Education, Degree After, and Adult Educator programs.

Priorities (2012-13)

- Establish a Master of Education partnership.

Priorities (2013-14)

- Continue building capacity to support community-based teacher education in the Kitikmeot and Kivalliq.

Health and Wellness Careers

The principal career programs of this division are Human Services and Nursing. These offerings are overseen by the Health and Social Services Careers Partnership Committee with the Department of Health and Social Services, which coordinates the training and employment of graduates.

Objectives

- To train qualified candidates for employment in improving the health and wellness of Nunavummiut.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Nursing Degree Program		1,362	**1,471**	1,471	1,471
Human Services Careers		487	**427**	427	427
Total, Base Programs		1,849	**1,898**	1,898	1,898
Third Party Contracts		500	**1,085**	1,085	1,085
Total, Programs		2,349	**2,983**	2,983	2,983

Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University. It is developing practical nurse education capacity at the Kitikmeot and Kivalliq Campuses.

The Kitikmeot Campus offers the Human Services Certificate and Diploma programs. The diploma includes specialties in addictions counsellor and social worker.

Supports the training of various health care careers as identified and funded by the Department of Health and Social Services.

Priorities (2010-11)

- Develop implementation plan of consultant's recommendations for transferability between training programs.
  Status: *Common health career courses are being developed. Transferability is being integrated into new programs for Community Health Representatives and Practical Nurses.*

Priorities (2011-12)

- Develop capacity for on-line delivery.

Priorities (2012-13)

- Establish university partnership for a Bachelor of Social Work.

Priorities (2013-14)

- Increase degree transferability of diploma programs.

Trade and Technology Careers

The principal initiatives of this division are the trades training centre in Rankin Inlet and the mine training centre proposed for Cambridge Bay. This division works closely with the Nunavut Apprenticeship, Trade and Occupations Board and with the Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Education.

Objectives

- To train qualified candidates for employment in Nunavut's construction and mining industries.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Trades Programs		3,449	**3,750**	3,850	3,850
Ukkivik (Iqaluit) delivers hairstyling, all four levels of carpentry training, and level 3 of Housing Maintainer. The trades training centre (Rankin Inlet) delivers the initial two levels of training for Housing Maintainer, Oil Burner Mechanic, Plumbing, and Electrical.					
Total, Base Programs		3,449	**3,750**	3,850	3,850
Third Party Contracts		1,570	**2,310**	2,310	2,310
Supports Community Aerodrome Radio Services and mine training.					
Total, Programs		5,019	**6,060**	6,160	6,160

Priorities (2010-11)

- Expand mine training initiatives.
  Status: *A 3-year training agreement has been signed with the Kivalliq Mine Training Society supporting the delivery of introduction to mining, trades access, pre-trades, and camp cook. Trades access and pre-trades were delivered in the Baffin.*

- Continue planning for the Kitikmeot Campus.
  Status: *A public tender has been awarded for the design of the proposed single students residence and daycare centre.*

Priorities (2011-12)

- Incorporate Building Environment Services training in trades programs.

Priorities (2012-13)

- Establish training programs for Qulliq Energy Corporation and Nunavut Airports.

Priorities (2013-14)

- Plan equipment operator programs for phase 2 of the trades training centre.

Nunavut Research Institute

Nunavut Research Institute (NRI) is the lead agency for science, research and technology development in Nunavut. It is mandated to liaise and coordinate broad-scale science projects in Nunavut and plays a key role in the development of northern research. It is managed by the Senior Research Officer who is also the Science Advisor for Nunavut.

Objectives

- To provide leadership in developing, facilitating and promoting traditional knowledge, science, and technology as a resource for Nunavummiut.
- To license all qualified research projects in Nunavut not regulated under the *Wildlife Act* or by archeological site regulations.
- To put Nunavut research into the hands of Nunavummiut.

Programs Budget ($000)	2010-11	2011-12	2012-13	2013-14
Nunavut Research Institute	814	**877**	877	877
Nunavut Research Institute is responsible for licensing all research projects which fall under the *Scientist Act*. It also provides logistical support to researchers.				
Environment Technology	357	**352**	352	352
The Institute delivers the Environmental Technology Diploma in Iqaluit. For 2010-11, an ETP Certificate is being delivered in Pond Inlet.				
Total, Base Programs	1,171	**1,229**	1,229	1,229
Third Party Contracts	370	**550**	650	650
Supports International Polar Year and science education activities.				
Total, Programs	1,541	**1,779**	1,879	1,879

Priorities (2010-11)

- Establish eligibility for federal research councils.
  Status: *Fundamental research policies have been approved by the Board of Governors. Eligibility applications are being submitted.*

- Develop Nunavut Research Agenda.
  Status: *Current focus on completing the replacement of NRI headquarters has delayed the development of a research agenda.*

Priorities (2011-12)

- Deliver environmental monitoring workshops in the communities.
- Open new research and training facility

Priorities (2012-13)

- Undertake applied research projects.

Priorities (2013-14)

- Expand options for Environmental Technology Program.

Student Services

Student Services includes residences, cafeteria, counseling, transportation, recreation, and security at the regional campuses. Student Services is spread over the three regional campuses and managed by their respective Deans, except for library services which are managed by the Senior Academic Officer.

Objectives

- To enhance quality of student life and academic success by addressing the social, personal, recreation and accommodation needs of students.
- To bridge the gaps between students, staff, campus, and community resources.

Programs	Budget ($000)	2010-11	2011-12	2012-13	1013-14
Kitikmeot Campus		353	**584**	584	584
Kitikmeot Campus has 20 student family housing units. It does not have daycare or housing for single students.					
Kivalliq Campus		575	**736**	736	736
Kivalliq Campus has 12 student family housing units and accommodations for 44 singles. It also has a daycare and limited recreation.					
Nunatta Campus		3,342	**3,226**	3,226	3,226
Nunatta Campus has a full suite of student services, including counselling, single and family accommodations, daycare and recreation.					
Total, Base Programs		4,270	**4,546**	4,546	4,546

Priorities (2010-11)

- Harmonize student residential services.
  Status: *Common practices and furnishings are being established.*

- Establish regional career learning centres in cooperation with GN Education. ***Status:*** *Third-party funding secured for a Baffin Centre at Nunatta.*

Priorities (2011-12)

- Establish standard practices for the delivery of student services.

Priorities (2012-13)

- Develop a student counseling strategy.

Priorities (2013-14)

- Expand career learning centres to promote student intake and assessment.

Administration Services

Administration Services is composed of three offices: President's Office, Academic Affairs Office, and Business Services Office.

Objectives

- To provide strategic leadership and administrative management for the College.
- To satisfy the requirements of the Government of Nunavut and the Auditor General of Canada.
- To lead the achievement of academic excellence.
- To lead the strengthening of college systems and operations.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
President's Office		802	**1,025**	1,025	1,025

The President's Office (Iqaluit) supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the Public Affairs Officer (Arviat) who provides communication services and maintains www.articcollege.ca, and the Coordinator of Policy and Planning (Iqaluit) who provides support for policy development and business and capital planning.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Academic Affairs Office		716	**750**	750	750

The Academic Affairs Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and university studies. The Office is also responsible for college-wide prior learning recognition strategies, professional development, and library services. The Academic Affairs Office is managed by the Senior Academic Officer.

Programs	Budget ($000)	2010-11	2011-12	2012-13	2013-14
Business Services Office		4,236	**4,264**	4,264	4,464

The Business Services Office (Arviat) is responsible for the delivery of finance, human resource, registrar, and information technology services. The Office also has staff in Cambridge Bay, Iqaluit, and Rankin Inlet. The Business Services Office is managed by the Senior Business Officer.

Total, Base Programs	5,754	**6,039**	6,039	6,239
Third Party Contracts	1,100	-	-	-

The federal Knowledge Infrastructure Program contribution toward the Cyber Infrastructure Project has been included for 2010-11.

Total, Programs	6,854	**6,039**	6,039	6,239

Priorities (2010-11)

- Establish the position of Coordinator of Policy and Planning.
  Status: *the position has been established in the President's Office.*

- Develop on-line registration capacity.
  Status: *Online registration is being tested.*

Priorities (2011-12)

- Develop employer satisfaction survey.
- Establish the position of Coordinator of University Programs

Priorities (2012-13)

- Update policy manual.

Priorities (2013-14)

- Develop key performance indicators for quality assurance.

College Budget ($000)	**2010-11**	**2011-12**	**2012-13**	**2013-14**
College Total, Base Programs	28,175	**28,843**	29,043	29,243
College Total, Third Party	8,292	**8,541**	8,641	8,641
College Total, Programs	36,467	**37,384**	37,684	37,884

Appendix I: Financial Summary

DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET – ALL SOURCES

	Headquarters ($000)	Qikiqtaaluk ($000)	Kivalliq ($000)	Kitikmeot ($000)	Total ($000)
Compensation and Benefits	3,651	13,189	6,642	2,243	**25,725**
Grants and Contributions	-	-	-	-	-
Travel and Transportation	362	1,156	337	137	**1,992**
Materials and Supplies	57	1,044	265	101	**1,467**
Purchased Services	45	308	142	25	**520**
Utilities	20	148	-	8	**176**
Contract Services	577	3,965	1,169	660	**6,371**
Fees and Payments	327	573	12	9	**921**
Other Expenses	75	107	10	20	**212**
Total Operations and Maintenance	**5,114**	**20,490**	**8,577**	**3,203**	**37,384**
Third Party Funding	-	**5,689**	**1,902**	**950**	**8,541**
Total	**5,114**	**14,801**	**6,675**	**2,253**	**28,843**

Appendix I: Financial Summary

Branch	2010-2011 Main Estimates		2011-2012 Main Estimates		2012-2013 Planned		2013-2014 Planned	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
HEADQUARTERS								
Compensation and Benefits	3,040	17.0	**3,652**	**22.0**	3,652	22.0	3,652	22.0
Grants and Contributions	–							
Other O&M	1,452		**1,462**		1,462		1,662	
Subtotal	**4,492**		**5,114**		**5,114**		**5,314**	
NUNAVUT RESEARCH INSTITUTE								
Compensation and Benefits	968	7.5	**1,175**	**8.5**	1,175	8.5	1,175	8.5
Grants and Contributions	–							
Other O&M	196		**604**		704		704	
Subtotal	**1,164**		**1,779**		**1,879**		**1,879**	
REGIONAL CAMPUSES								
Compensation and Benefits	19,481	156.7	**20,898**	**161.2**	21,098	162.2	21,098	162.2
Grants and Contributions	–							
Other O&M	11,330		**9,593**		9,593		9,593	
Subtotal	**30,811**		**30,491**					
TOTAL FUNDED	**36,467**	**181.2**	**37,384**	**191.7**	**37,684**	**162.2**	**37,884**	**162.2**
Less Non-GN Third Party Funding	1,220	1.0	**2,495**	**1.0**	2,595	1.0	2,595	1.0
Less Non-GN Non Base Funding	11,061		**10,036**		10,036		10,036	
TOTAL	**24,186**	**180.2**	**24,853**	**190.7**	**25,053**	**191.7**	**25,253**	**191.7**

Appendix III: Inuit Employment Targets

Nunavut Arctic College	As of Sept. 30, 2010		For March 31, 2012	
		Capacity %		Capacity %
Total Nunavut Arctic College Positions	**195.7**		**190.7**	
Total Filled Positions	154.8	79%	173.7	91%
Total Vacancies	40.9	21%	17	9%
Total Beneficiaries	74.9	48%	81.4	47%
Total Executive Positions	**1**		**1**	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	-	-	-	
Total Beneficiaries in Executive Positions	-	-	-	
Total Senior-Management Positions	**7**		**6**	
Total Filled Senior-Management Positions	6	86%	6	100%
Total Vacant Senior-Management Positions	1	14%	-	-
Total Beneficiaries in Senior-Management Positions	2	33%	2	33%
Total Middle-Management Positions	**21.5**		**22.5**	
Total Filled Middle-Management Positions	17	79%	20.5	91%
Total Vacant Middle-Management Positions	4.5	21%	2	9%
Total Beneficiaries in Middle-Management Positions	6	35%	8	39%
Total Professional Positions	**114.8**		**110.8**	
Total Filled Professional Positions	89.8	78%	98.8	89%
Total Vacant Professional Positions	25	22%	12	11%
Total Beneficiaries in Professional Positions	34	37%	40	40%
Total Paraprofessional Positions	**25**		**24**	
Total Filled Paraprofessional Positions	20	80%	22	92%
Total Vacant Paraprofessional Positions	5	20%	2	8%
Total Beneficiaries in Paraprofessional Positions	12	60%	14	64%
Total Administrative Positions	**26.4**		**26.4**	
Total Filled Administrative Positions	21	79%	25.4	96%
Total Vacant Administrative Positions	5.4	21%	1	4%
Total Beneficiaries in Administrative Positions	20	95%	24.4	96%

Note:
2010 table includes 164.7 PYs for Vote 1 and 31.0 PYs for Votes 4/5.
2012 table includes 169.7 PYs for Vote 1 and 21.0 PYs for Vote 4/5.

2011-2014

Government of Nunavut
Business Plan

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Nunavut